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LAND ADMINISTRATION TO NURTURE DEVELOPMENT (LAND)

FIVE-YEAR IMPLEMENTATION PLAN
MARCH 12, 2013–MARCH 11, 2018

JANUARY 2014

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ACRONYMS AND ABBREVIATIONS

AU	Addis Ababa University
BU	Bahir Dar University
CDCS	Country Development Cooperation Strategy
CLGE	Community Landholding and Governance Entity
CORS	Continuously Operating Reference Station
DfID	UK Department for International Development
DQA	Data Quality Assessments
ELAP	Ethiopia Strengthening Land Administration Program
ELTAP	Ethiopia Strengthening Land Tenure and Administration Program
EMA	Ethiopian Mapping Agency
ERC	Evaluation, Research and Communication Task Order
FACTS	Foreign Assistance Tracking and Coordination System
FAO	United Nations Food and Agriculture Organization
GAAP	Gender Assessment and Action Plan
GIS	Geographic Information System
GoE	Government of Ethiopia
GPS	Global Positioning Software
ILA/BU	Institute of Land Administration at Bahir Dar University
IPAS/HU	Institute for Pastoral and Agro-Pastoral Studies at Haramaya University
IR	Intermediate Result
LAC	Land Administration Committee
LADSI	Land and Development Solutions International, Inc.
LALU	Land Administration and Land Use
LAND	Land Administration to Nurture Development
LAUD/MoA	Land Administration and Use Directorate, Ministry of Agriculture
LAUTT	Land Administration and Use Task Team

LIFT	DfID funded Land Investment for Transformation project
LTI/HU	Land Tenure Institute at Haramaya University
LTPR	Land Tenure and Property Rights
LUP	Land Use Planning
M&E	Monitoring and Evaluation
MERET	Managing Environmental Resource to Enable Transition to Better Livelihoods Project
MoA	Ministry of Agriculture
MoFA	Ministry of Federal Affairs
MOU	Memorandum of Understanding
MSU	Michigan State University
MU	Mekelle University
NGO	Nongovernmental Organization
NRM	Natural Resources Management
NSDI	National Spatial Data Infrastructure Policy
OPUS	Online Positioning User Service
PAC	Pastoral Advisory Committee
PIA	Public Information Awareness
PIRS	Performance Indicator Reference Sheet
PRIME	Pastoralists Resiliency Improvement and Market Expansion
RGS	Research Grant Scheme
REILA	Government of Finland-funded Responsible and Innovative Land Administration in Ethiopia project
STTA	Short-Term Technical Assistance
TOT	Training of Trainers
TVET	Technical Vocational Education and Training
USAID	United States Agency for International Development
VG	Vulnerable Groups

1.0 INTRODUCTION

The United States Agency for International Development's (USAID) Land Administration to Nurture Development (LAND) project in Ethiopia is a new five-year intervention designed to build upon the success of its two previous land tenure and property rights (LTPR) interventions.¹ Project activities will be implemented with and through the Ministry of Agriculture's Land Administration and Use Department (LAUD/MoA) at the national level and the regional land administration bureaus of Amhara, Oromia, SNNP, Tigray, Afar, and Somali as well as the Harari Regional State and the Dire Dawa City Administrative Council, under four components:

1. Improve legal and policy frameworks at national and local levels;
2. Strengthen capacity in national, regional, and local land administration and use planning;
3. Strengthen capacity of Ethiopian universities to engage in policy analysis and research related to land tenure and train land administration and land use professionals; and
4. Strengthen community land rights in pastoral and agro-pastoral areas to facilitated market linkages and economic growth.

Activities under Component 1 will further strengthen rural land legal and regulatory frameworks developed under previous projects. Technical assistance under Component 2 will focus on building capacity at the national and regional levels, improve land administration services delivery, and develop land use plans using cost effective methodologies. Well-trained and skilled land administration professionals are essential to achieving and sustaining the development impact of USAID's LTPR investments. LAND will employ a strategic mix of grants and technical assistance under Component 3 to strengthen the capacity of Ethiopian universities to develop undergraduate land administration curricula and summer short course degree programs for mid-level land administration officials to build land administration capacity sustainably beyond the life of LAND. Universities will also be supported to carry out research and evaluate Government of Ethiopia (GoE) policies promoting tenure security, increased agricultural production and food security, and sustainable management of land and natural resources.

Activities under Component 4 will expand USAID interventions to pastoral locations in Oromia, Afar, and Somali Regional States. Approximately 60 percent of Ethiopia's land is used for pastoral purposes but has been historically viewed as having low economic value. LAND will work with pastoral communities in pilot locations to establish community organizations and/or strengthen customary institutions to serve as a community landholding and governance entity (CLGE) in which certified community land rights will vest. The CLGE will represent the community before the government, in dealings with investors and will ensure the benefits of LAND are equitably shared among all members of the community, including women and vulnerable groups such as those transitioning out of pastoralism. LAND will support participatory mapping activities with local land administration officials and pastoral communities in pilot locations to demarcate community boundaries and produce land use plans that promote optimal economic use of land and protect scarce natural resources. Empowering communities to make decisions over the use of its land and natural resources will help to improve governance environment at the local level. LAND will seek to maximize development impacts by collaborating closely with USAID/Ethiopia's Pastoralists Resiliency Improvement and Market Expansion (PRIME)

¹ Ethiopia Strengthening Land Tenure and Administration Program (ELTAP), 2005-2008; and the Ethiopia Strengthening Land Administration Program (ELAP), 2008-2013).

project to link communities through their CLGE to market opportunities presented by PRIME's initiatives to create livestock value chains.

Annex A to this implementation plan lists all activities, tasks, and sub-tasks that LAND will implement under Components 1–4. The number assigned to each activity and task described in the narrative below corresponds to the detailed timeline shown in Annex A that graphically depicts LAND's implementation schedule for each activity, task, or sub-task and how they will be sequenced under its technical approach. Annex A is presented in two parts. The first shows a breakdown of project activities in the first fiscal year. The second provides a time-line of project activities over the remaining life of the project according to fiscal years.

2.0 COMPONENT 1 – IMPROVE LEGAL AND POLICY FRAMEWORKS AT NATIONAL AND LOCAL LEVELS

Activities under Component 1 are designed to assist the GoE improve the legal framework governing land and its use by addressing gaps and inconsistencies that create uncertainty over rights, reduce incentives to invest, foment conflict, and constrain good governance and land markets. LAND will further support development of legislation to recognize and protect pastoral communities' rights to access communal land and development of legislation governing land use planning in pastoral areas.

To ensure all stakeholders are informed of legislative changes, new laws and amendments will be printed in the official languages of the regions and distributed to stakeholders in the civil and land administration bureaus to make them readily available for use and reference. The media will be used to inform stakeholders/beneficiaries of new and amended legislation at the time they are issued. Attempts will be made to convince regional media to include rural land rights messages in their rural development programs. In addition, posters and leaflets will be printed and widely distributed. LAND will enlist the assistance of rural agricultural development agents and farmers' cooperatives to disseminate public information and awareness materials. High school mini-media clubs will also be used to reach parents and teachers with such information.

2.1 ACTIVITY 1.1: REVIEW NATIONAL AND REGIONAL LAND ADMINISTRATION AND LAND USE LEGISLATION AND CERTIFICATION PRACTICES AND INTERNATIONAL BEST PRACTICE FOR THE PROTECTION OF COMMUNAL LAND RIGHTS IN PASTORAL AREAS

2.1.1 TASKS

Task 1.1.1: Effectiveness of existing national and regional land administration and land use (LALU) laws will be examined and analyzed and recommendations given for revision as appropriate. This task will be started in September 2013 and completed in January 2015.

Under the Ethiopia Strengthening Land Administration Program (ELAP), Haramaya University's Land Tenure Institute (LTI) conducted a comprehensive field assessment of the implementation of rural land laws in the Oromia Regional State under ELAP. The assessment identified:

1. Inconsistencies between federal and regional land administration and use proclamations;

2. Inconsistencies between the proclamations and provisions of the Civil Code that govern inheritance of land use rights;
3. Implementing procedures that impede land transactions;
4. Inadequate guidance in expropriation, valuation, and compensation of land takings; and
5. Weaknesses in rural land dispute resolution mechanisms and processes.

The analysis will be done in a two-step process. First, the implementation experience of rural LALU legislation will be assessed in the regions and then the federal legislation will be reviewed.

Following a methodology similar to the assessment of Oromia Regional State's rural land laws, LAND will engage the universities of Bahir Dar, Hawassa, and Mekelle to collaborate with regional LALU agencies and bureaus of justice to conduct field surveys among stakeholders including community groups (men, women, youth, elders, and leaders' groups), woreda officials, and judges that document experiences and identify constraints and unintended consequences arising from the implementation of current rural land legislation. Research topics may include:

- Stakeholder participation in development of land administration and land use policies and laws;
- Consistent application of land use inheritance laws;
- Impediments to transfer of land use rights;
- Equal access to land for women and the disadvantaged;
- Equitable expropriation, valuation, and compensation laws and practices; and
- The efficiency of land dispute resolution and settlement mechanisms and processes.

Data from the field survey will be analyzed and LAND will provide targeted recommendations for strengthening laws and implementing procedures. Regional assessments will be completed in September 2014. Support for these assessments will help build capacity of Ethiopian universities to conduct research that will assist the GoE measure impacts and develop policies for efficient administration and use of rural land.

LAND-supported research activities will support GoE evidence-based decision making and inform legislative review of not only regional rural land laws, but also Federal LALU Proclamation No. 456/2005 and Federal Expropriation of Landholdings for Public Purposes and Payment of Compensation Proclamation No. 455/2005; as well as development of a federal framework law to protect communal land rights. Analysis of the federal legislation will begin shortly after completion of the field surveys described above. A drafting committee will be formed in the MoA to review research findings and prepare initial draft amendments to Proclamation Numbers 455/2005 and 456/2005 by January 2015. The initial drafts will be further analyzed through stakeholder consultations. Stakeholder inputs will be captured and incorporated into the drafting of final amendments to the federal legislation under Activity 1.2.1 below.

Sub-task actions include:

- i. Inception reports for the Amhara, SNNP, & Tigray regional assessments delivered.
- ii. First drafts of the inception reports reviewed by LAND oversight committee.²

² The LAND oversight committee for the regional assessments comprise: (i) Director, LAUD/MoA; (ii) Head of the Regional LALU Bureau/Agency; (iii) Representative of the regional bureau of Justice; (iv) Representative of the relevant regional university; (v) the USAID/Ethiopia Mission COR for LAND; (vi) the LAND Property Rights Lawyer; and (vii) the LAND Chief of Party.

- iii. Field work conducted.
- iv. Data analyzed.
- v. Final drafts delivered and reviewed.
- vi. Assessments presented at regional workshops for stakeholder consultations.
- vii. Assessments presented at National workshops for stakeholder consultations.
- viii. Final report and policy brief delivered.

Task 1.1.2: Harmonize rural land registration and surveying methodologies. This task will be started in September 2013 and completed in March 2014.

ELAP produced and delivered its report “Comparative Evaluation of High Resolution Satellite Imagery (HRSI) Against Total Station” to LAUD/MoA at the end of 2012. This report, together with the report provided by the Government of Finland-funded Technical Assistance for Responsible Land Administration in Ethiopia (REILA) project that contained results of its field tests on ortho-photo cadastral survey methodologies provided technical inputs the MoA required to develop its strategy for integrating land certification data using different survey methodologies and adopt a survey methodology to be scaled up at the national level under the UK Department for International Development (DfID)-funded Land Investment For Transformation (LIFT) project. The MoA has decided that ortho-photos and high-resolution satellite imagery will be used for cadastral surveying and registration of rural lands except in irrigation schemes where more accurate survey methods may be employed. It is expected that a scaled-up survey methodology will be developed by the LIFT project utilizing both ortho-photo and HRSI technologies, depending on availability and geographic location. The MoA has not yet, however, issued an official directive and legislation to define the survey specifications. The Ethiopian Mapping Agency (EMA) has submitted a draft national survey specification regulation to be issued by the Federal Council of Ministers.

LAND will collaborate with the REILA and LIFT projects to harmonize the MoA’s surveying specifications with those of EMA while assisting regions to draft regulations establishing cadastral surveying standards. Technical support to draft registration and surveying regulations will help to institutionalize the use of effective and scalable low-cost survey methodologies. LAND will subsequently follow-up on their implementation.

Task 1.1.3: Identify best practice to protect communal land rights in pastoral areas to inform revision and development of pastoral land administration and use legislation. This task will be implemented between September 2013 and April 2014.

LAND has contracted Dr. John Bruce of Land and Development Solutions International, Inc. (LADSI) to research global experience and lessons learned from efforts to recognize and protect communal land rights and support community based natural resource management in pastoral areas to identify potential legal models applicable to Ethiopia. The brief will be presented and discussed at a national participatory workshop attended by key national, regional and local government officials; judges, customary authorities, and community-based advocacy groups including women and vulnerable groups such as those transitioning out of pastoralism to identify which models are best suited to the circumstances in Ethiopia and that might be tested and refined under Component 4 in consultation with USAID/Ethiopia.

In a complementary sub-task to the task of identifying best practice to protect communal land rights, LAND will provide technical assistance to Afar, Oromia, and Somali regional states to develop community based natural resource management regulations. This sub-task will be implemented between May and September 2014.

Sub-task actions to produce the best practice brief include:

- i. First draft of the research paper presented to stakeholders for review and comment.
- ii. Final draft of the paper delivered.
- iii. National stakeholder workshop where the brief will be presented and discussed to identify appropriate potential models held.
- iv. Policy brief prepared and submitted to MoA.

Sub-task actions to assist development of community based natural resource management regulations include:

- i. Initial drafts of the regulations prepared.
- ii. Drafts presented for stakeholder consultations.
- iii. Comments from the consultations incorporated into revised drafts to be submitted to regional bureaus.
- iv. Final drafts prepared, approved, printed, and distributed.

2.2 ACTIVITY 1.2: IMPLEMENT CONSULTATIVE PROCESS TO DRAFT AND AMEND NEEDED LAND LEGISLATION

2.2.1 TASKS

Regional assessments of LALU legislation implementation (Task 1.1.1) and stakeholder forums discussing best practices to incorporate customary practices into statutory law will shed light on provisions in federal law that will need to be revised. LAND will discuss suggested revisions with the GoE and obtain its agreement before closely collaborating with government officials in the legislative drafting process. Once federal legislation has been revised, LAND will work with regional governments to revise its legislation to comply with the new provisions in the federal law to which regional law is subordinate. LAND will support formation of a legislative drafting committee that will produce draft amendments to federal LALU laws to be presented at consultative workshops with regional LALU officials and representatives from civil society and women's groups. These workshops will be held to solicit comments and feedback to ensure the revised legislation provides clear and transparent procedures for land transfers, valuation, expropriation, and compensation. The comments and feedback obtained would be incorporated into revised drafts and submitted to the federal authorities to enact the revised laws.

LAND will also provide technical assistance to the LAUD/MoA and the EMA to support development of a federal rural lands registration regulation, survey regulation, and surveyor licensing regulation. The federal regulations will provide national standards to guide consistent survey methodologies and certification procedures across regions. Once the national standards are in place, LAND will provide assistance to the regional states in developing their registration and survey regulations.

Task 1.2.1: Revise Federal Proclamations No. 455/2005 and No. 456/2005 and Regulation No. 137/2007 on land administration and land use an expropriation and compensation through participatory processes in consultation with stakeholders.

The results of the assessments of implementing rural LALU laws in the four regional states of Amhara, Oromia, SNNP, and Tigray and best practices for protecting communal land rights in pastoral areas

described under Activity 1.1 above will inform revision of federal LALU legislation. LAND will support participatory processes to ensure these laws and regulations are responsive to the land tenure challenges identified under previous assessments, avoid unintended consequences, and protect men's and women's property rights equally. LAND will prepare a paper on the need for revising legislation. This paper will be presented for discussion with the relevant ministries and provide the necessary technical assistance in drafting the revised laws. The revision process will begin with the formation of drafting committees to study the results of regional assessments completed under Task 1.1.1 above. Initial draft amendments to the legislation will be produced in January 2015. To ensure a fully participatory legislative drafting process, LAND will facilitate stakeholder workshops to vet and further develop the initial drafts of national LALU proclamations and implementing regulations on valuation, expropriation, and payment of market-based compensation that will guide development of laws by the regional states. Stakeholder consultations will begin in February 2015 and final draft amendments to the federal legislation will be presented to the MoA and the Ministry of Federal Affairs (MoFA) in March 2015.

Task 1.2.2: Revise regional LALU legislation and Land Expropriation, Valuation and Compensation guidelines through consultative processes.

Regional rural LALU legislation and Land Expropriation, Valuation and Compensation guidelines are subordinate to federal legislation. Regional assessments of the effectiveness of legislation at both federal and regional levels provide the starting point for consultative and participatory processes to revise and strengthen existing legislation. Because regional LALU legislation must comply with federal legislation, LAND legislative drafting assistance to the regions will begin once amendments to Federal Proclamations No. 455/2005 and No. 456/2005 and Regulation No. 137/2007 have been approved. Once federal legislation is in place to guide development of regional legislation, LAND will implement a similar participatory legislative drafting methodology in each regional state of Afar, Amhara, Harari, Oromia, SNNP, Somali, Tigray, and Dire Dawa Administrative Council.

LAND will engage higher officials of MoA and regional LALU bureaus and agencies, relevant Standing Committee members of the Federal Parliament and regional Councils, and other stakeholders who can influence enactment of revised legislation in workshops, consultations, and international study tours during the law drafting and deliberation processes in order to create awareness and solicit agreement on the importance of passing of the laws on time.

Work on revising regional legislation will begin in January 2014 and conclude in August 2017.

Sub-task actions include:

- i. Legislative drafting committee formed.
- ii. Initial draft law produced and presented at consultative workshops with regional LALU officials and representatives from civil society, women's groups, and private investors for comment and feedback to ensure legislation provides clear and transparent procedures for land transfers, valuation, expropriation, and compensation.
- iii. Comments and feedback incorporated into a revised draft of the legislation.
- iv. Final draft submitted to the regional authorities.

Task 1.2.3: Develop appropriate methodologies to survey and certify land use rights and legislation to harmonize these methodologies across regions through consultative processes. Implementation of this Task will begin in November 2013 and be completed in March 2015.

Following on the interventions implemented under Task 1.1.2 above, land will work at the national and regional levels to harmonize regulations governing registration and cadastral survey and the licensing of

surveyors. The timeline for assistance to developing both the federal and regional legislation is provided in Annex A.

2.3 ACTIVITY 1.3: IMPLEMENT CONSULTATIVE PROCESSES TO CREATE LEGAL FRAMEWORKS THAT ENABLE DEVELOPMENT OF LAND USE POLICY

Effective land use policies contribute toward sustainable use of natural resources, help increase agricultural and livestock productivity, and help mitigate conflicts over scarce resources such as water in pastoral areas. LAND will coordinate its activities with the United Nation Food and Agriculture Organization (FAO) and the MoA to deliver technical assistance first at the national level to develop a national land use policy and then guide development of regional land use policies. Policy development will begin with a national workshop to raise awareness about the relevance and importance of land use policies to security of tenure. Agreed-upon outcomes from the workshop will provide the basis for an outline of a land use policy and development of a national master plan that LAND experts will assist agency units to draft.

Participatory land use planning methodologies using low-cost, sustainable technology developed and piloted by LAND will be presented at a series of regional consultative forums. These pilots will inform development of regional land use policies and refinement of regulations and guidelines. Lessons learned from these pilots will be applied to the participatory land use planning activities to be implemented in pastoral areas.

2.3.1 TASKS

Task 1.3.1: Conduct a national stakeholder workshop and publish a policy brief to assist a drafting committee composed of sector agencies formed and coordinated by the MoA produce a national land use policy. This task will begin in August 2013 and be completed in June 2015.

Policy development will begin with a national workshop to raise awareness about the relevance and importance of land use policies to security of tenure. Agreed-upon outcomes from the workshop will provide the basis for an outline of a land use policy and development of a national master plan that LAND experts will assist agency units to draft.

Sub-task actions to conduct the national workshop and produce the policy brief include:

- i. Terms of reference developed.
- ii. Workshop papers assigned.
- iii. Workshop conducted.
- iv. Proceedings and policy brief published.

Sub-task actions to produce a national land use policy include:

- i. Federal land use policy drafting committee constituted.
- ii. Initial draft land use policy prepared.
- iii. Consultative stakeholder workshop conducted.
- iv. Feedback from workshop incorporated into the revised draft policy submitted to MoA for approval.

- v. Policy approved, printed, and distributed.

Task 1.3.2: Conduct regional stakeholder workshops to inform drafting of regional land use policies. This task will begin in December 2014 and be completed in September 2015.

The national land use policy will serve to guide development of regional land use policies. LAND will present and discuss the national policy at a series of consultative regional workshops to begin development of regional policies. Technical assistance will then be delivered to develop land use policies in six regions.

Sub-task actions include:

- i. Regional land use policy drafting committees composed of sector agencies formed and coordinated by bureaus of agriculture.
- ii. Regional land use policies drafted.
- iii. Draft regional land use policies discussed at regional workshops and finalized.

Task 1.3.3: Introduce stakeholders to the concept of National Spatial Data Infrastructure (NSDI) Policy and the protocols for its implementation.

EMA is drafting and will soon issue Ethiopia's National Spatial Data Infrastructure (NSDI) Policy to guide the integration of spatial data, metadata, users, and tools to develop an infrastructure that utilizes the nation's spatial data in an efficient and flexible manner. The NSDI Policy provides guidance for standardizing, accessing, and producing spatial data without duplicating efforts and promotes spatial data sharing throughout all levels of government, private sector, and academia. The LAUD/MoA has requested LAND to support its efforts nationally to introduce stakeholders to the concept of NSDI and the protocols for its implementation.

To support this initiative, LAND will conduct two national stakeholder workshops. The first (in March 2014) will introduce NSDI concepts to key government decision makers and users, private sector service providers, and university geodetic experts. In March 2015, LAND will conduct a second workshop to presenting technical standards and data sharing protocols for implementing the NSDI Policy.

2.4 MAINSTREAMING GENDER IN COMPONENT 1

Ethiopian Federal and regional LALU laws provide for the equal rights of women to use and access land. Gender sensitive and gender neutral rural land laws have been promulgated with a view to provide women with security of tenure improve women's access to land to facilitate investment. Despite these progressive policies and legislative reforms, women's rights are not fully enforced in practice. Mainstreaming gender issues under this component will take place as follows:

- i. Strengths, gaps, and weaknesses in existing LALU proclamations and land expropriation, compensation, and valuation guidelines identified under the regional assessments of LALU legislation conducted in Task 1.1.1.
- ii. Best practices in women's land rights in communal areas identified under Task 1.1.2.
- iii. Gaps and weaknesses identified above adequately addressed in the revised and new federal and regional LALU legislation.
- iv. Research conducted on exercising land rights of women in polygamous marriages.
- v. Efforts of stakeholders galvanized and coordinated toward effective synergies and partnerships for addressing gender issues in land policies and laws.

- vi. Role of the federal Ministry and regional bureaus of women's, children, and youth affairs in land policy formation and legislative reforms promoted and encouraged.

3.0 COMPONENT 2 – STRENGTHEN NATIONAL, REGIONAL, AND LOCAL LALU PLANNING CAPACITY

Under the Ethiopia Strengthening Land Tenure and Administration Program (ELTAP) and ELAP, 3,791 federal- regional-, woreda-, and kebele-level land administration officials were trained. While these efforts built significant capacity, both in the numbers of officials trained and the breadth of the training topics delivered, high rates of staff turnover in local land administration offices reduced the sustainable impact of these training initiatives. To address this challenge, LAND’s training strategy is developed to achieve sustainable training solutions in line with USAID Forward policy to build national capacity sustainably to achieve impacts beyond the life of the project. Training assistance under this Component will accomplish three objectives.

The first objective is to build professional capacity of regional and woreda land administration officials to register land rights, record land transfers, implement expropriation and compensation procedures, protect women’s rights to land, resolve disputes, and ensure compliance with survey standards and methodologies. LAND will implement a two-pronged approach to meet this objective.

Under the first approach, LAND will develop and implement a training of trainers (TOT) methodology to flexibly deliver short term training responsive to the needs of the MoA and regional and woreda land administration agencies over the life of the project. Under the second approach, LAND will leverage its capacity building assistance to selected universities and Technical Vocational Education and Training (TVET) facilities under Component 3 to create a supply of training content that universities will deliver to build the skills of Ethiopia’s land administration professionals and technicians beyond the life of the project to improve land tenure and resource security. LAND will provide assistance to universities to develop undergraduate land administration degree programs to produce newly minted and well-trained land administration professionals who will bring required skills and knowledge to regional and woreda land administration offices. Additionally, the majority of land administration officials currently in post received their first degrees in fields other than land administration. As such, there is the need to provide short courses in land administration to sharpen their skills. LAND will provide technical assistance and support to selected universities to develop short course for junior and mid-level professionals already employed in regional and woreda land administration offices. Additionally, LAND will assess the capacity of TVETs to provide orientation training to entry-level woreda land administration technicians and facilitate support from regional universities to build TVET training capacity by training teachers and improving training modules. Such support will be included in memoranda of understanding (MOU) LAND will sign with selected universities participating in LAND’s interventions.

Short course trainings will be delivered under Component 2 to regional and woreda land administration officials during rainy seasons when the workload of land administration officials is less. Participants in

the courses will earn credit towards a diploma or a graduate degree. To ensure sustainability of the training, participants will be required to sign agreements committing them to continue their employment with the land administration bureau for a minimum of one year after obtaining their degree or diploma.

The second objective is to build capacity at the national, regional, and local levels to develop, implement, and enforce land use plans to manage and protect natural resources sustainably to promote economically optimal use of land. USAID/Ethiopia's PRIME project is implementing land use planning activities with pastoral communities and local land administration officials to improve access to pasture lands, water, and alternative areas for farming. PRIME is supporting local communities and land administration officials to produce participatory land use maps. However, the land use maps produced to date have not been digitized and captured in a Geographic Information System (GIS). The project now needs technical assistance to build capacity of local stakeholders to develop informed land use plans to promote productive land management to sustain livestock and support alternative livelihood options.

LAND will work with PRIME to identify pilot locations where it has already engaged pastoral communities and local land administration officials in its land use and resource management activities to build their capacity in participatory land use planning and the use of GIS to manage land and water resources effectively. The newly built capacity combined with the knowledge gained from experience under PRIME will assist LAND to develop inclusive and cost-effective land use planning methodologies that can be replicated in other pastoral areas to address special needs related to water and its use.

Additionally, LAND will, under Component 3 below, sub-contract Michigan State University (MSU) to conduct an assessment of the market demand for land administration officials and private surveyors. This assessment will identify MoA demand for the services of private surveying companies. LAND will then consult with USAID/Ethiopia and MoA to determine the type of training to best help meet this need.

The third objective is to implement workshops and training programs in areas where customary law and practices are commonly followed to create opportunities for bridging the gap between the customary practices that define the land tenure systems in rural areas and the evolving body of formal LALU legislation. Both customary and government land administration stakeholders and dispute resolvers will be trained to understand the norms and practices of both systems to address issues of legal pluralism in rural areas.

A priority for LAND will be to increase the participation of women in its training programs. Under ELTAP and ELAP, women participated in only 9 percent of the training opportunities offered. LAND's Gender Assessment and Action Plan (GAAP) will provide recommendations for increasing the numbers of women who benefit from LAND's training initiatives.

3.1 ACTIVITY 2.1: DEVELOP TRAINING PROGRAMS TO BUILD CAPACITY OF LAND ADMINISTRATION OFFICIALS

LAND will implement a TOT program to build a cadre of regional trainers that will in turn train regional and woreda level land administration on best practices related to rural land registration and surveying methodologies, updating of the rural cadastre, participatory land use planning, land-related dispute resolution, and means to protect and secure women's land rights, based on the experience of other regions and on international best practices.

3.1.1 TASKS

Task 2.1.1: Train TOTs to build professional capacity of regional and woreda land administration officials improve delivery of land administration services. First training will be delivered in April 2014 and continue through the life of the project.

LAND's TOT approach provides flexibility to respond to the needs of local land administration offices to deliver trainings to new hires as well as refresher courses as needed. The TOT approach provides a sustainable and cost effective approach that brings trainings to regional and woreda land administration officials where they work. LAND will develop training modules in collaboration with universities on a range of topics including registering land rights, recording land transfers, implementing expropriation and compensation procedures, protecting women's rights to land, resolving disputes, and ensuring compliance with survey standards and methodologies.

Sub-task actions include:

- i. Training modules developed in collaboration with universities.
- ii. Training modules reviewed and revised.
- iii. Training modules published and printed.
- iv. Training conducted.

Task 2.1.2: Support development of regional land administration training centers and training materials. This activity will be implemented between February and June 2014.

The LAUD/MoA is assisting regional land administration bureaus to establish training centers to strengthen and maintain the skills of land administration officials. LAND will assess the capacity of existing regional land administration bureau training centers between February and June 2014. Based on assessment findings, LAND will provide recommendations for improving the delivery of training services to strengthen the skills of the region's land administration officials.

Simultaneously with the assessment, LAND will develop course materials for the regional training centers, including production of an induction training manual for newly hired regional land administration staff. Course materials will be produced in April 2014.

3.2 ACTIVITY 2.2: DELIVER TRAININGS TO BUILD CAPACITY TO DEVELOP COST-EFFECTIVE LAND USE PLANNING METHODOLOGIES INCORPORATING GIS TECHNOLOGY

LAND's Statement of Work calls for development of cost-effective land use planning methodologies using technologies such as GIS and Continuous Operating Reference System (CORS). LAND will explore cost-effective options for building capacity of the EMA to operationalize and maintain Ethiopia's existing CORS network.

3.2.1 TASKS

Task 2.2.1: Training and institutional needs assessment of EMA to operationalize and maintain Ethiopia's existing CORS network. This activity will start in December 2013 and be completed in March 2014.

LAND will contract an Ethiopian CORS expert to make a presentation on the potential benefits of CORS and the most cost-effective options for providing these benefits to MoA, EMA, and public and private sector users of GIS. Once options have been identified during the presentation, the expert will conduct a training and institutional needs assessment of EMA capacity to operationalize and maintain the CORS network in a cost effective manner.

Task 2.2.2: Build capacity of the EMA to use CORS to capture and disseminate spatial data.

Provided there is consensus on the benefits of CORS and there is potential to operationalize and maintain the CORS system cost-effectively, LAND will implement the following sub-tasks to build the capacity of the EMA to use CORS to capture and disseminate spatial data.

Sub-tasks include:

- i. Inventory of existing CORS stations conducted to determine capacity and operational status of each unit.
- ii. Local consultant contracted to operationalize existing CORS.
- iii. EMA staff trained on installation, configuration, and maintenance of CORS stations and on making CORS data available to users online.
- iv. EMA staff trained to provide online positioning user service (OPUS).
- v. Federal and regional land administration officials trained to use OPUS data for efficient delivery of land administration services.

Task 2.2.3: Develop a series of workshops/and training programs for federal-, regional-, and woreda-level LALU officials on best practices in development of land use plans using GIS technology. This activity will begin in October 2013 and continue through January 2017.

FAO is developing agro-ecological zoning and land use planning guidelines to regulate development of the national master land use plan. To compliment this effort, LAND, in collaboration with the GIS and Land Use programs at Bahir Dar and Haramaya Universities, will develop and deliver training programs to land administration officials at the federal and regional levels to develop national and regional land use plans.

Sub-task actions include:

- i. Training delivered to federal and regional staff on land use planning and GIS technology.
- ii. Training delivered to regional staff on preparing master land use plans.
- iii. Training delivered to federal staff on automated land evaluation system.
- iv. Conduct series of workshops for regional-level land administration officials on best practice of developing local land use plans.
- v. Regional and zonal staff received training on GIS and remote sensing.

Task 2.2.4: Develop participatory and cost-effective land use planning methodologies in select regions.

LAND is currently participating on the land use planning (LUP) technical committee convened by the LAUD/MoA composed of government experts and local and international consultants to review existing LUP procedures developed for the country's highlands. The purpose of the review is to identify best practice from the existing procedures and adapt them for implementation in pastoral areas. LAND will also assess local experiences in managing environmental resources under projects such as the Managing Environmental Resource to Enable Transition to Better Livelihoods (MERET). The expected output from this exercise is development of an official supplementary manual to the existing procedural framework for participatory LUP in pastoral areas. It is expected the supplementary manual will be delivered in June 2014.

Once the manual is produced, LAND will mobilize international expertise to review and fine-tune the manual to begin development of participatory land use planning methodology to be implemented in pilot pastoral areas under Task 4.3.2 below.

3.3 ACTIVITY 2.3: UNDERTAKE TRAINING WORKSHOPS AND CONSULTATIONS FOR JUDGES, LOCAL LAND ADMINISTRATION COMMITTEE MEMBERS, AND TRADITIONAL DISPUTE RESOLVERS

Tasks under this activity are designed to bridge the gap between the customary practices that define the land tenure system in rural areas and the evolving body of formal rural LALU legislation to address issues of legal pluralism.

3.3.1 TASKS

Task 2.3.1: Develop course materials developed for regional training programs. This task will be completed in April 2014.

Course materials will be developed to improve understanding of customary leaders and dispute resolvers to understand the applicable LALU legislation as well as improve the understanding of judges and Land Administration Committee (LAC) members to understand customary law practiced in their jurisdiction. LAND will undertake an inventory of customary law in selected regions to capture local best practices and develop localized training materials that reference international best practices to address legal pluralism. Materials will provide special focus on rights of women and water rights and use. Materials will be updated regularly over the life of the project.

Task 2.3.2: Regional training programs delivered. This task will commence in June 2014 and be completed in June 2017.

LAND will implement series of regional training courses using a TOT methodology designed to meet the needs of two key land stakeholder groups. The first will be delivered to customary and religious leaders and women's representatives to improve knowledge and understanding of the formal legal framework governing land and best practices to help raise legal awareness of statutory law and customary practice. A second will target LAC members and/or local land administration officials to build capacity to resolve disputes using alternative dispute resolution techniques. There will also be a need to train judges later in the project to inform them of the new rural LALU legislation and amendments produced under Component 1. In addition to building capacity to implement new legislation, trainings will present case studies and models for protecting property rights of women.

Annex A provides the schedule of trainings to be delivered to customary and religious leaders, women representatives, land administration committee members, local land administration officials, and regional judges.

Task 2.3.3: A series of workshops delivered to bring formal sector judges, land administration committee members, and traditional dispute resolvers together to discuss opportunities to strengthen ties between customary and formal legal systems in Ethiopia. This task will commence in June 2014 and be completed in June 2017.

Workshop themes will be developed to raise awareness, encourage dialogue, and solicit informed opinion on ways to strengthen application of customary law in formal jurisprudence. Best practices in applying and adopting customary land laws to formal jurisprudence and court practice will be identified and

captured at these workshops through consultation with officials and practitioners familiar with these challenges.

Sub-tasks include:

- i. Training materials updated regularly to ensure inclusion of new and amended provisions in federal and LALU legislation.
- ii. Regional workshops on dispute resolution and ties between customary and statutory laws convened.
- iii. Community level workshops convened.

Task 2.3.4: Best options brief for incorporating customary laws in pastoral areas into jurisprudence and court practice identified. This task will be completed in June 2014.

LAND will mobilize Dr. John Bruce of LADSI to analyze outcomes from the workshops and draw upon international experiences to incorporate customary law into statutory law to produce this best options brief. The brief will discuss best practices to address legal pluralism and highlight innovative practices applicable in the Ethiopian context.

3.4 MAINSTREAMING GENDER IN COMPONENT 2

Because the objective of this component is to build the professional capacity of regional- and woreda-level land administration officials, the focus will be promoting female participation and representation in institutions of land tenure governance. Hence, LAND will work toward:

- i. Increasing participation of women in regular workshops and training programs. LAND ensures that trainers, trainings programs, contents, and methods are gender sensitive.
- ii. Raising gender awareness of LALU officials, judges, customary and religious leaders, women, and LAC members through trainings.
- iii. Supporting strategies and efforts for more women to be recruited and promoted by land administration bureaus.
- iv. Incorporating women's property rights and land laws in training modules and ensuring that the following groups are given orientation and training on gender dimensions and considerations:
 - a. Land administration and use officials and experts;
 - b. Kebele land administration committee members;
 - c. Judges of all levels; and
 - d. Women's representatives.

4.0 COMPONENT 3 – STRENGTHEN CAPACITY OF ETHIOPIAN UNIVERSITIES AND RESEARCH ORGANIZATIONS IN RURAL LAND TENURE POLICY ANALYSIS AND RESEARCH AND TRAINING OF LALU PROFESSIONALS

Under this component, LAND will provide support to strengthen capacity of Ethiopian universities, TVETs, and research organizations to deliver sustainable training solutions to meet the training needs of federal and regional rural land administration agencies and to conduct research in assessing impacts of existing land administration and use policies and practices. Training support will help produce trained professionals to fill positions in national, regional, and woreda land administration offices as land registration officers, land surveyors and valuers, land use planners, and conflict resolution specialists. Support will also be provided to sharpen the skills and capabilities of land administration staff currently in office through summer short courses offered over a number of years to earn credits toward a diploma or higher degree. The research aspect will focus on theoretical, applied, and empirical-based research to gauge impacts and inform formulation of policy and legislation to strengthen tenure security, promote optimal economic use of land and create opportunities for economic growth. LAND will support establishment of a research center at an Ethiopian University to build research capacity and forums through which research findings can be disseminated, debated, and vetted.

4.1 ACTIVITY 3.1: STRENGTHEN CAPACITY OF ETHIOPIAN UNIVERSITIES AND VOCATIONAL SCHOOLS IN TRAINING LAND ADMINISTRATION AND LAND USE PROFESSIONALS

LAND will conduct a market assessment to determine the need for graduates in respective fields of land administration and land use planning and management in the public and private sectors and the capacity of Ethiopian universities and TVETs to build capacity to meet this demand. Based on the assessment, it will provide a training strategy and implementation plan to strengthen capacity of universities and TVETs to train land administration and land use professionals.

4.1.1 TASKS

Task 3.1.1: Conduct market assessment of demand for land administration professionals and private surveyors, review university undergraduate and TVET training curricula, and develop undergraduate and TVET training strategy and implementation plans. This task will be implemented between December 2013 and May 2014.

MSU will be sub-contracted to assess the market demand for land administration professionals and private surveyors and review university undergraduate and TVET training curricula to identify thematic and skill gaps and assess capacity to satisfy market demand for land administration professionals. Based on the demand assessment and curricula review, MSU will deliver a detailed undergraduate and TVET training strategy and implementation plan that include specific course offerings and proposes syllabi to address the thematic and skills gaps identified. It will also propose curriculum and course syllabi to assist development of the short-course summer program that will build skills of mid-level career land professionals.

Sub-tasks include:

- i. Terms of Reference for MSU's sub-contract developed.
- ii. Desk review of relevant materials completed.
- iii. Survey implementation plan developed and survey design completed.
- iv. Field work conducted University curricula reviewed and analyzed.
- v. Summary of findings presented.
- vi. National workshop conducted.
- vii. Final report delivered.

Task 3.1.2: Develop short-course training programs for junior, mid-career, and private sector professionals and assist development of university undergraduate training courses. This task will commence in November 2013 and be completed by June 2014 in time to start the first intake of trainees

LAND has assessed and found the Institute of Land Administration of Bahir Dar University (ILA/BU) has capacity to develop and deliver summer courses to upgrade skills of existing federal and regional staff to B.Sc. and M.Sc. levels. LAND will sign an MOU with ILA/BU that will describe modalities for cooperation with the project and MSU to begin offering the short courses in June 2014 and continuing throughout the life of the project.

Sub-tasks include:

- i. University selected and MOU signed for designing and delivering courses.
- ii. Curriculum designed and training materials prepared.
- iii. Courses offered first in June 2014 and to continue throughout the life of the project.

Task 3.1.3: Curriculum to offer certificate courses at one TVET in each region established. This task will start in October 2013 and completed in June 2014

The Government of Finland-funded REILA project is supporting development of TVET curriculum to produce woreda and kebele level land administration and land use planning technicians. In conjunction with the assessment conducted under Task 3.1.1 above, LAND will select and provide support one TVET in each region to build teacher capacity and provide the training materials. LAND will establish a link with universities to develop training modules.

Sub-tasks include:

- i. LAND experts participate in workshop to review curriculum being developed for TVET certificate training of land administration technicians and revised curriculum approved by the Ministry of Education.
- ii. One TVET in each regional state selected to establish curriculum.
- iii. Assistance provided to offer land administration courses.

4.2 ACTIVITY 3.2: DEVELOP A UNIVERSITY-BASED CENTER TO ENGAGE IN RIGOROUS POLICY ANALYSIS

Prior to 2011, no national institution in Ethiopia was engaged in a focused and systematic research program in this field of inquiry. Research on these topics was taken up by interested institutions and individuals on an ad hoc basis but a lack of funding limited opportunities for research. A more sustainable and robust approach to research is needed to develop evidence-based policies and laws. The Federal Land Administration and Use Proclamation No. 456/2005 (Article 15) recognizes the importance of research to policy development and calls for the establishment of “*a system of study that focuses on identification of problems on land administration and land use to recommend solutions.*” A LAND Research Grant Scheme (RGS) will be established to promote research excellence and to nurture and develop a research network and peer cooperation in the land sector among universities and research organizations.

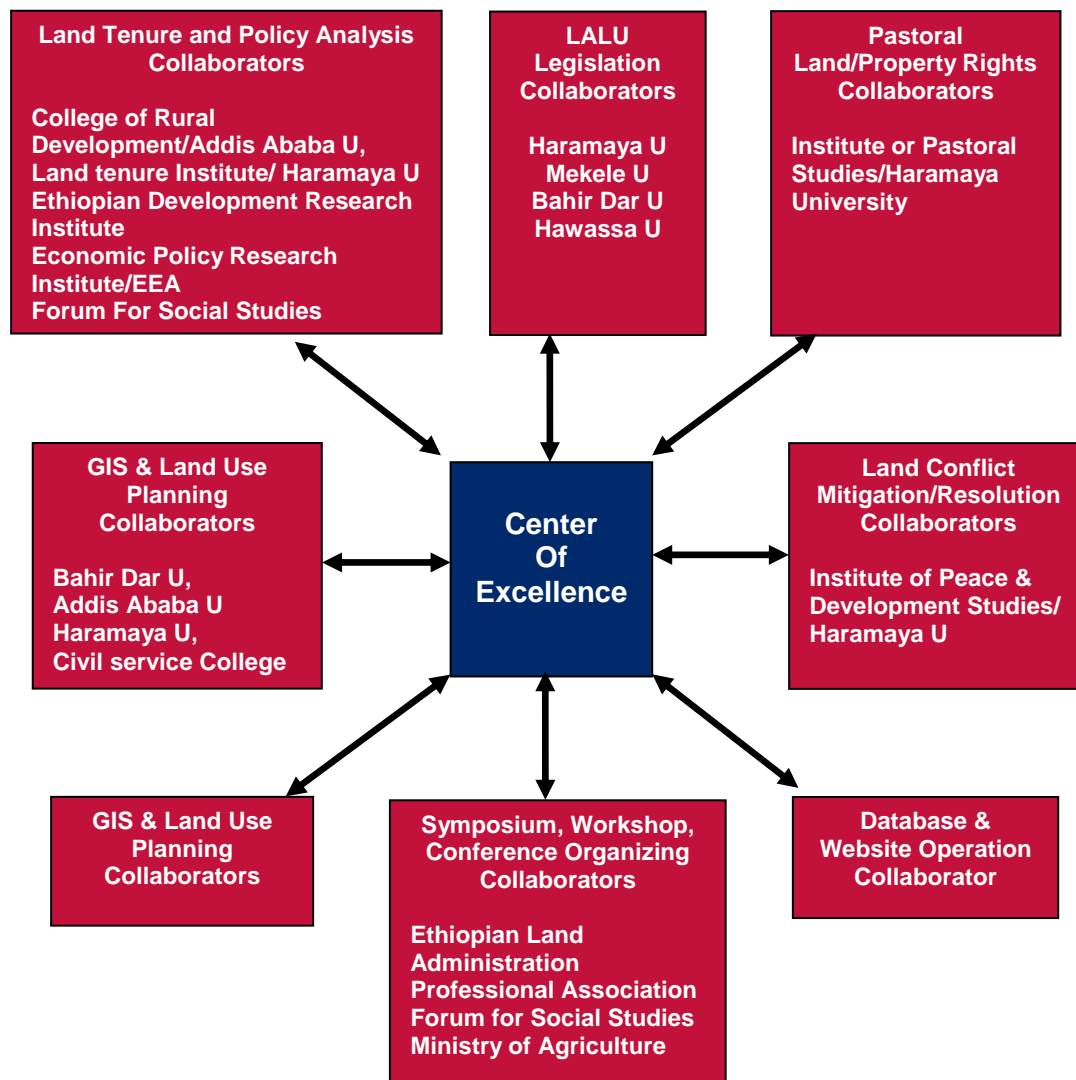
LAND has assessed the capacity of Land Tenure Institute at Haramaya University (LTI/HU) and ILA/BU and now proposes that ILA/BU serve as a research hub at the center of the Centers of Excellence mechanism depicted in Figure 4.1 on the following page.

LAND notes ILA/BU:

- Was established in 2008 and hosts a robust training and research program at the graduate and postgraduate levels;
- Currently has 1,175 students enrolled in its land administration program;
- Graduated over 350 students at the B.Sc. level since 2010 and has published over 45 papers and manuscripts on land administration topics of national significance; and

- Has a wide network of partnerships with organizations and institutes in land administration training and development in Ethiopia and abroad and is an active participant and representing Ethiopia in the East African Network on Land administration.

Figure 4.1: Collaboration Between Center of Excellence & Universities/Research Organizations



4.2.1 TASKS

Task 3.2.1: A research center established at a respected Ethiopian university to engage in rigorous policy analysis. This task will start in December 2013 and continue throughout the life of the project

LAND will partner with ILA/BU to serve as the research hub in the Centers of Excellence. In this role, ILA/BU it will assist LAND access and build on university comparative strengths that already exist to conduct research and produce policy analysis. ILA/BU will conduct research as well as collaborate with

other universities and research organizations in the country to facilitate and coordinate information exchange on the current state of research on theoretical and technical understandings of the causal linkages among land tenure security and food security, economic growth, conflict resolution, and natural resource management. ILA/BU will be the repository of research data, reports, and books on Ethiopian rural land tenure, property rights, women's and vulnerable groups' property rights, rural land administration, land use planning, and related subjects. The Center will operate a database and a website to make this wealth of information accessible online to researchers on land-related issues in other universities, research organizations and the public at large. ILA/BU will organize workshops, symposia, and conferences to provide forums for broadly disseminating research findings and stimulate debate and dialogue on important LALU issues. It is expected that the main participants presenting research findings and leading the debates will be researchers in universities and research organizations. Through ILA/BU, LAND will provide support for faculty members, including visiting faculty, to provide training in policy analysis, public policy research, and impact analysis. ILA/BU will also be able to access funds from LAND's competitive research and grant scheme.

Sub-tasks include:

- i. Scope of work for center produced.
- ii. University selected and MOU signed to begin operation.
- iii. Research center made operational.
- iv. Research conducted and results presented, discussed, and published.

4.3 ACTIVITY 3.3: ESTABLISH A COMPETITIVE RESEARCH GRANT PROGRAM TO ADVANCE KNOWLEDGE ON CAUSAL LINKAGES AMONG LAND TENURE SECURITY, FOOD SECURITY, ECONOMIC GROWTH, AND NATURAL RESOURCES MANAGEMENT (NRM)

A competitive research grant program overseen by Tetra Tech will be established to encourage and support policy analysis on land tenure and land governance, investigations into causal linkages among land tenure security, food security, economic growth, and natural resources management (NRM). A steering committee comprising seven prominent persons drawn from academia, government, and research institute communities will be formed to set research priorities and oversee that the rules governing research and training grants are applied fairly and in a transparent manner. It will do this by observing the processes for advertising calls for research and training proposals, their vetting, award, and execution of the winning proposals by grantees and the dissemination of the results to the federal and regional governments and the public at large. Call for proposals will be announced at least twice a year (in December and June).

4.3.1 TASKS

Task 3.3.1: Competitive Grant manual prepared and Grant Advisory Committee established. This task will commence in August 2013 and be completed in June 2014.

Sub-tasks include:

- i. Competitive research grant manual prepared.
- ii. National Grant Advisory Committee established.

Task 3.3.2: Grant Advisory Committee selects grant proposals twice each year. This task will commence in June 2014 and be completed in June 2017.

Sub-tasks include:

- i. Call for grant proposals announced twice a year (December and June of every year).
- ii. Grant proposals vetted, awarded, and monitored (every year).
- iii. Grant research reports reviewed and published (every year).

Task 3.3.3: Forums (seminar, symposia, conference) conducted by the research center to encourage debate and dialogue on rural land issues and proceedings published. This task will commence in June 2014 and be completed in September 2017.

Sub-tasks include:

- i. Terms of reference for the forum developed.
- ii. Forum (seminar, symposia, conference) conducted throughout life of the project.
- iii. Proceedings and policy briefs published throughout life of the project.

Task 3.3.4: Repository of research data, reports & books on Ethiopian rural land tenure property rights, women's and vulnerable groups' property rights, rural land administration, LUP, and related subjects established and managed by the research center. This task will commence in June 2014 and will continue throughout the project life.

Sub-tasks include:

- i. Terms of reference for the repository developed.
- ii. Repository established and managed.

4.4 MAINSTREAMING GENDER IN COMPONENT 3

Under this component, the main task will be ensuring that trainings and workshops are gender sensitive. LAND ensures that trainings address obstacles to women's active participation by proposing content that addresses women's and men's needs, priorities, and expectation; and adopt facilitation methods, which enhance women's active participation. The overall objective is to make sure women and men receive equitable benefits from the learning processes. The main tasks will be:

- i. Women's participation in training, teaching, and research programs under LAND increased.
- ii. Training programs target women ensured.
- iii. Mechanisms that would allow more women into certificate, undergraduate, and graduate programs facilitated and adopted.
- iv. Trainers aware of the gender dimensions of the topics ensured.
- v. Innovative research proposal in areas related to women's land rights solicited.
- vi. Universities (research centers) encouraged and assisted to conduct forums to open up multi stakeholder dialogue on policy and practical concerns of women's right to land.

5.0 COMPONENT 4 – STRENGTHEN COMMUNITY LAND RIGHTS IN PASTORAL AREAS TO FACILITATE MARKET LINKAGES AND ECONOMIC GROWTH

Activities under Component 4 will expand USAID interventions to pastoral locations in Oromia, Afar, and Somali Regional States. Approximately 60 percent of Ethiopia's land is used for pastoral purposes but has historically been viewed as having low economic value. LAND will work with pastoral communities to establish community organizations and/or strengthen customary institutions to serve as a community landholding and governance entity (CLGE) in which certified community land rights will vest. The CLGE will represent the community before government and in dealings with investors. The CLGE will ensure the benefits of LAND are equitably shared among all members of the community, including women and vulnerable groups such as those transitioning out of pastoralism. LAND will support participatory mapping activities with local land administration officials and pastoral communities in pilot locations to demarcate community boundaries and produce land use plans that promote optimal economic use of land and protect scarce natural resources. Empowering communities to make decisions over the use of its land and natural resources will help to improve governance environment at the local level. LAND will seek to maximize development impacts by collaborating closely with USAID/Ethiopia's PRIME Project to link communities through their CLGE to market opportunities presented by PRIME's initiatives to create livestock value chains. LAND is also in the process of completing its GAAP that will provide recommendations to ensure LAND's interventions in pastoral areas do not discriminate against women and its benefits are enjoyed by men and women equally.

LAND will implement activities through a phased approach that will provide USAID's Evaluation, Research and Communication (ERC) Task Order contractor time to collect baseline data needed to measure impacts. Phase One consists of pre-intervention activities to identify potential site locations and prepare site profiles for submission to USAID/Ethiopia. Phase Two will commence after final site selection. During this phase, LAND will implement activities to establish CLGEs, demarcate and certify community boundaries and develop land use planning methodologies and land use plans. Under Phase Three, LAND will identify lessons learned and best practices and work with federal and regional governments to improve legal frameworks that will strengthen land tenure and property rights of pastoral communities, while ERC measures impacts achieved by LAND's interventions.

LAND will sequence implementation such that once activities in the first region proceed to Phase Two; Phase One activities will commence in the second region and repeat this pattern in the third region. Described below are the activities and their sequencing to complete LAND's activities to strengthen community land tenure in one region. As it takes approximately six months to complete Phase One, interventions in the other regions will follow on every six months. This sequencing of activities is reflected in Annex A to this implementation plan.

5.1 ACTIVITY 4.1: IDENTIFY AND SELECT COMMUNITY/SITE LOCATIONS WHERE LAND INTERVENTIONS WILL BE IMPLEMENTED AND IMPACTS WILL BE MEASURED BY THE ERC PROJECT

Tasks under this activity include preliminary identification of potential community/site locations in consultation with project stakeholders including regional and local government officials, communities and the PRIME project. Once potential locations are identified LAND will prepare site profiles to inform program design. LAND will also identify and document customary land tenure and natural resource laws and practices throughout Oromia region to inform drafting of regional pastoral land administration and use regulations to recognize and protect pastoral community rights to access and use land. Success of LAND activities under Component 4 depend on effective communication and coordination with all stakeholders in pastoral areas. LAND will establish a Pastoral Advisory Committee (PAC) to serve as the forum through which LAND will coordinate and inform stakeholders of project activities. It will also serve to capture lessons learned and monitor implementation to improve project performance.

5.1.1 TASKS

Task 4.1.1: Selection of potential community and site locations to be included in project interventions. This task will commence in December 2013 and be completed in January 2014.

Through preliminary interviews conducted with regional and local government representatives, customary leaders, members of pastoral communities, women's groups, and representatives of the PRIME project in December 2013, LAND identified 13 pastoral grazing systems in the Guji/Borana/Somali area where PRIME is working. Applying two basic criteria for site selection (locations that overlap PRIME interventions and absence of serious boundary conflicts), LAND identified five grazing systems in Borana Zone and one grazing system inhabited primarily by ethnic Borana in the Guji zone that may be suitable for inclusion in LAND activities. LAND and USAID conducted a meeting in Washington, D.C. on January 2, 2013 during which USAID agreed that LAND would move forward to prepare community/site profiles for the six potential pastoral grazing systems located in the Borana and Guji zones that will be prepared under Task 4.1.2 below.

Each pastoral grazing system may contain between 3,000 and 6,000 households and cover an area of more than 60,000 hectares. Given the large size of these systems, USAID strongly suggested each grazing system be subdivided into geographic or rangeland management subsets based on the information gathered and presented in the community profiles (Task 4.1.2 below). It is anticipated two large pastoral grazing systems will be selected for project treatment under Task 4.1.3 below. Based on the information gathered and presented in the site profiles, the two grazing systems may be subdivided in up to five subsets. If possible to subdivide in this manner, it would bring the total number of potential community subsets selected for treatment in Oromia to 10 and the total potential number for all regions to 30.

In January 2014, LAND, with Tetra Tech Home Office support, will establish a Pastoral Advisory Committee (PAC) comprising the Director of the LAUD/MOA; representatives of the Oromia Regional Bureau of Rural Lands and Environmental Protection, Oromia Pastoral Association, Oromia Pastoralist

Development Commission; USAID/Ethiopia, LAND and PRIME. The PAC will serve to coordinate activities between project stakeholders, ensure regional and local government and communities are fully informed of project activities and objectives; capture lessons learned; monitor project performance; and explore investment incentives and opportunities for communities.

An anticipated first function of the PAC will be to discuss and assess potential sub-division of the grazing system based on the data provided in the site profile reports. This assessment would also help to identify variables that constrain or contribute towards successful implementation of activities.

LAND will develop in a separate document a draft Terms of Reference defining the roles and functions of the PAC. In February, LAND, with additional Tetra Tech Home Office support, will work with the PAC to further develop its roles and functions.

Task 4.1.2: Prepare site profiles to assist determination of communities/sites eligible to be randomly selected for inclusion in LAND interventions. This task will commence in February and be completed in April 2014.

LAND will subcontract the Institute for Pastoral and Agro-Pastoral Studies at Haramaya University (IPAS/HU) to prepare site profiles. It was agreed with USAID that site profiles will be prepared for all the five pastoral grazing systems located in Borana zone and one grazing system inhabited primarily by ethnic Borana in the Guji zone. As described above, each large pastoral grazing system may be divided in up to five community subsets, based on the information obtained and presented in the site profiles prepared under this activity. As such, site profiles may cover up to 20 – 30 grazing system subsets. The profiles will be shared with USAID/Ethiopia on a rolling basis as they are prepared.

The PRIME project has also prepared community/site profiles to inform development of its technical approach. LAND will coordinate with PRIME to ensure its profile reports do not duplicate information already collected. Subject to revision based on consultations with PRIME, LAND proposes the following information be captured in each site profile:

- Demarcation of the geographic boundary of the grazing/natural resources area used by each community depicted in maps and/or sketches.
- Estimation of the amount of hectares used by each community as defined by the grazing system and description of the natural resources and tenure niches within the area of land used by the community.
- Description of the natural resources availability, distribution and use pattern in the geographic boundary of each community by seasonal calendars (monthly or dry, wet seasons defining the months included in the seasons), and description of the seasonal access of communities to these resources.
- Estimation of the population size and demographic structure of each community, including number of households and their composition in each community.
- Estimation of the livestock population by species (cattle, sheep, goats, camels, and equines) and its distribution among households. Any stratification of distribution in the profile will be based on consultations with the community and will be clearly documented and justified in the profile brief.
- Overview of community-level decision making processes in natural resource governance and description of the major actors to document the governance structure of each community, how decisions are made, the composition and structure of the group making decisions, and the decision-making process. Additionally, the relationship of the community to a higher-level tribal

or clan authority should be documented, including how community-level leaders participate in and relate to a clan's larger governance structure.

- Reciprocal arrangements for using range and natural resources with other communities. How often have these arrangements been used in the last 20 years?
- Livelihoods or extent of economic activities carried out other than livestock rearing (cropping, charcoal making, gum Arabic and wild food collection, handicraft, mining, etc.).
- Individual household strategies of different wealth strata (poor, medium, and rich).
- Donor-funded development projects and government sponsored programs related to livelihoods, resilience, agriculture, and natural resource management being carried out in the geographic area demarcated above.
- Conflict that has impacted the community. Such conflict may have occurred in the past, up to 20 years prior, or be on-going. Conflict may be within a community or clan, or between communities, clans, and/or tribes. Conflict may be with the government over administrative boundaries or decisions to allocate community land or with outside actors such as investors.

Oromia regional state requested that LAND identify and document existing customary land and natural resource management laws and practices to inform development of legislation that will provide the legal basis to formalize the customary land rights of pastoral communities and convey legal status to the boundaries demarcated and land use plans produced with project assistance. LAND will proceed with the assessments in tandem with preparation of profile briefs. It was agreed with USAID that LAND will support Oromia officials to develop the legislation simultaneous with its activities to demarcate community boundaries. This will provide additional learning opportunities to inform development of the legislation. It will also allow for LAND demarcation activities to proceed and then obtain legal recognition of the boundaries demarcated once the legislation is passed.

Task 4.1.3: Final selection of community/site locations. This task will be implemented upon completion of the baseline household survey to be conducted by ERC.

USAID/Ethiopia instructed that community/site locations be selected at random and ERC lead the random selection process. LAND will provide support as requested.

5.2 ACTIVITY 4.2: ASSIST EACH COMMUNITY ESTABLISH ITS CLGE

LAND will begin Phase Two activities by designing and implementing a Public Information and Awareness (PIA) Campaign to inform the selected community about LAND's objectives, outcomes, and benefits. Once the community fully understands the objectives of LAND's interventions, LAND will begin to work with the community to explore options and develop a model for establishing the community's CLGE. Land rights recognized or conferred to the community will be vested in its CLGE and it will serve as the body through which the community will manage its land and natural resources assets. The CLGE will also represent the community before the government and in dealings with investors. LAND will assist communities develop by-laws governing the function of the CLGE to ensure LAND's benefits are shared equitably among all community members and the CLGE is accountable to both local government and community members. To inform development of these options or models, LAND will support development of studies, workshops, and international study tours to inform the community of the challenges ahead and options for addressing these challenges.

5.2.1 TASKS

Task 4.2.1: Undertake Public Information and Awareness (PIA) Campaign and develop a community “How to Guides.” This task will begin in June 2014 and continue throughout the life of the project.

After selection of the pilot location, LAND’s Communications Specialist will work with stakeholders to craft a communication strategy and tools that will inform the community about the project’s interventions and the benefits they will provide to the community. Care will be taken to ensure the PIA it is culturally appropriate and its message will reach all members of the community, including women, youth and the vulnerable. The PIA will target delivery of information to increase the knowledge of women about LAND activities and encourage their participation in them. LAND will closely coordinate its PIA campaign with PRIME’s on-going community outreach activities.

LAND’s Communication Specialist and technical team will produce “How-to” guides to make it easy for the community to understand their rights to land, the purpose of a CLGE, and procedures to establish one. The guide will also explain the procedures for demarcating the community’s boundaries and producing participatory land use plans, and the roles and responsibilities of the community in these processes.

Task 4.2.2: Develop a study identifying barriers, needs, and opportunities associated with establishing CLGEs. This activity will commence in June 2014 and conclude in August 2014.

LAND will subcontract IPAS/HU or other qualified consultants to design and implement a study to understand existing community land governance structures better, identify constraints to establishing more inclusive CGLE that would prevent elite capture, and assess willingness of communities to form such organizations. The study will be informed by and build on the work of LAND’s Pastoral Land Tenure Specialist and Land Lawyer to identify and document customary land and natural resource management laws.

Task 4.2.3: Support workshops that bring together government officials, community stakeholders, and civil society to discuss challenges and opportunities to establishing CLGEs. This activity will begin after the first pilot sites are selected and the baseline household survey is completed (expected to be between March–May 2014) and will continue through 2016.

LAND will conduct these workshops to help build local government and community capacity to understand better and develop models to ensure CLGEs are accountable to all community members and local government and are compliant with the laws of Ethiopia. LAND will engage civil society groups that represent women and vulnerable community members (including women, youth, and impoverished persons transitioning out of pastoralism) to raise awareness among community elders and the community at large about the importance of forming a CLGE that is inclusive and responsive to the needs of all community members. Initial workshops will present findings from the assessments above to identify and understand constraints better. LAND will then use this participatory forum to provide a community the space to reflect and identify ways to refine and improve the structure and function of its CLGE and request additional support to assist it complete the process.

Task 4.2.4: Undertake international study tours. The first study tour will be conducted once the first pilot community has demonstrated full commitment to engage with LAND (expected to be in September–December 2014).

LAND will organize international study tours for federal, regional, and local government and community representatives to countries that provide successful models for recognizing and securing land rights for communities and empowering them to undertake participatory land use planning and manage their natural resource assets sustainably. Lessons learned from the experience will further build community and local

government capacities to develop a CLGE model to secure community land rights and improve pastoral land management in Ethiopia.

Task 4.2.5: Develop models for establishing CLGEs. This activity will begin in January 2015 and the models developed will be monitored over the life of the project.

To ensure a properly functioning and sustainable CLGE, it must be established in a form that will be legally recognized and “legitimized” by the regional authorities. LAND’s technical team assisted Afar and Somali regional states develop their pastoral land policies under ELAP. They will apply lessons from this experience to help ensure CLGEs established under LAND meet legal requirements for legal recognition and legitimization.

The first step to assist a community establish its CLGE is to work with the community to develop its by-laws (or Constitution) that will define the procedures through which the CLGE is established and its powers, duties and responsibilities. LAND’s role is to work with the community to ensure its by-laws are compliant with Ethiopian law and the CLGE established under them will be legally recognized.

LAND’s core team experts will train LAND’s regional coordinators based in the project areas on participatory methodologies and basic legal standards related to the drafting of community by-laws and formation of CLGEs. The coordinators will then engage with selected communities to identify members who will be trained by the project to serve as community advocates. Both the community advocates and the regional coordinators will be provided ongoing training and support from LAND’s core team experts at each stage of engagement with the community. This co-training will support positive working relationships and better communication between the regional coordinators and community advocates. This will allow LAND to closely monitor community progress to draft its by-laws to establish its CLGE and identify constraints when they arise so LAND can respond with needed support faster.

Once trained, community advocates will lead participatory processes through which the community identifies and records its existing governance and land and natural resource management rules and practices. This is the first step in assisting a community draft its by-laws providing the basis upon which to establish its CLGE. Once existing rules and practices are identified, LAND will work with communities to revise and enhance them to produce by-laws that will serve to establish a CLGE that is inclusive, representative, transparent, and accountable both to local government and all members of the community, including women and the most vulnerable. Such by-laws, for example, might require at least 10% of the seats of the CLGE are held by women.

Once established, the CLGE will serve as the legal entity in which land rights recognized or conferred to the community will vest and through which the community will be represented before the government and in dealings with investors. Illustrative functions of the CLGE include, but are not limited to:

- producing community endorsed plans for pursuing livelihood diversification in collaboration with LAND and PRIME;
- holding and managing community assets (cash, communal buildings, etc.);
- allocation of community land to the most poor and vulnerable, including those transitioning out of pastoralism;
- executing land lease agreements with investors;

ensuring benefits from leases or other contracts with investors are equitably shared among community members. LAND will provide communities training on contract law to assist them formulate and execute contracts with investors on terms favorable to the community and that benefit all members of the community. LAND will also train communities on negotiation strategies that ensure contract terms reflect fair market value of the communities’ resources.

Additionally, LAND will implement strategies in its Gender Assessment and Action Plan (GAAP) and target its PIA campaign to ensure the entire community, including women and vulnerable members, fully participate in the development of community by-laws and formation of the communities CLGE. Through its regional coordinators and community advocates LAND will LAND to monitor the extent to which these processes are inclusive and participatory.

Task 4.2.6: Conduct national conference on models for strengthening and protecting community rights to pastoral land in pastoral and agro-pastoral areas.

LAND will organize a national conference to distill lessons learned and best practices from the models piloted, concluding with proceedings that will be widely disseminated. A brief that analyzes the development of the pastoral project model along with its limitations, impact, needed refinements, and potential will be prepared. The conference will be held in January 2016 and the brief produced in March 2016.

5.3 ACTIVITY 4.3: COMMUNITY LAND DEMARCATION, CERTIFICATION, AND LAND USE PLANNING ACTIVITIES

Once the community's CLGE is created, it can develop rules for appointing the community's boundary and land use planning committees. LAND will provide technical assistance and training to the community-appointed boundary and land use committees and local government to support transparent and participatory processes to identify and certify community boundaries as well as develop participatory land use plans that promote optimal economic use of land and protect and sustainably manage scarce natural resources in pastoral systems.

5.3.1 TASKS

Task 4.3.1: Participatory mapping of community boundaries. This activity will be implemented between September and December 2015.

LAND will work through its regional coordinators and community advocates to assist a community's CLGE develop transparent procedures for appointing community boundary committees. Such procedures will help ensure boundary committees are representative of the community at large, are accountable to the community, and carry out their duties in a transparent manner. LAND will coordinate the mapping process with local land administration officials to ensure the demarcation process is compliant with legal requirements to certify the community's land rights. LAND will develop and disseminate messages that inform the community about the demarcation process and its outcomes and encourage participation of all community members, including women and the vulnerable, to support a fully participatory and transparent demarcation process. LAND regional coordinators will monitor and obtain inputs from community advocates that will inform refinement of the process to improve efficiency, transparency and participation.

LAND will bring participatory mapping expertise from the Tetra Tech home office to work with communities, regional and local governments, and project stakeholders to develop cost-effective and participatory demarcation methodologies utilizing technologies such as aerial photography and /or satellite imagery. Tetra Tech and LAND's land administration experts will work with local contractor GeoMark and regional land administration officials to define mapping specifications and data collection protocols to promote efficient work processes.

Local knowledge of land and natural resources use will be captured and displayed on aerial photography and/or satellite imagery by the communities and local government with technical support from GeoMark. This information will then be integrated into a Geographic Information System (GIS). Capturing local

knowledge about pasturage and migratory routes in GIS will promote effective and participatory land use planning.

Tetra Tech and LAND experts will work with GeoMark to develop a sustainable GIS that will be delivered to and can be maintained by the community and local government beyond the life of LAND. The GIS will be built on data models that will support the land use planning methodologies developed in Task 4.3.2 that follows.

Oromia regional officials recognized the need for new legislation to convey legal status to the boundaries demarcated with LAND support so they may be formally certified. USAID and LAND agreed that demarcation activities should proceed while the legislation is being drafted to avoid implementation delays. To inform development of the legislation, LAND will assess existing customary land and natural resource management laws and practices. Legislation will be further informed by lessons learned and captured during LAND's demarcation activities. LAND will conduct learning workshops to share best practices and lessons learned from the demarcation process and development of legislation with other regions where LAND will demarcate boundaries. LAND will also work closely with regional officials to ensure the maps produced will meet the technical requirements for certification. This will pave the way for certification of the demarcated boundaries once legislation is passed.

LAND is cognizant that a well-managed demarcation process may serve to reduce conflict, while a poorly managed process may bring any latent conflict to the surface. While supporting a participatory process where all community members have an opportunity to participate, it also recognizes the role that customary leaders can play to mitigate the risk of conflict. LAND will establish a mediation body composed of local government officials, customary dispute resolvers, and community representatives to mediate disputes over boundaries and/or access to land and natural resources that might arise during the demarcation process. It is expected mediation will follow customary practices with local government officials monitoring to ensure outcomes are consistent with statutory law.

Task 4.3.2: Participatory land use planning with selected communities. This task will take place between December 2013 and June 2016.

Participatory land use planning (LUP) methodologies are intended to increase productivity, promote optimal economic use of land, and manage and protect scarce natural resources sustainably. Information gathered for each community/site location under the site selection process will begin to identify the range of ecological, economic, and governance issues that will need be addressed in the community's land use plans. The project's PAC provides the forum through which to identify constraints to effective resource management and enabling environments for investment, and coordinate appropriate land use planning interventions. LAND will conduct a stocktaking of previous projects that developed participatory LUP and improved land management methodologies to identify best practices that LAND may adapt to address the constraints identified. This will help inform design of a data model that will capture information required for effective LUP in a GIS. ERC will provide input into data model design to ensure it will capture data necessary to measure impacts of LAND. While profile briefs and stock-taking exercises will begin to inform development of land use planning methodologies, engagement with the community will not occur until October 2014.

Local and international expertise in pastoral range management and LUP will be mobilized to work with LAND's mapping and GIS experts to develop a participatory planning methodology that will capture and manage spatial data provided by the community related to tenure niches, resource points, livestock migratory routes, and corridors, and any agreements between communities granting access to land and resources. It is expected the methodology will be developed by March 2015.

Once the methodology is developed, community advocates will assist the community's CLGE appoint members of its land use committee. Community advocates, supported by the CBO-implemented PIA

campaign, will inform the community about the purpose of the LUP process, roles and responsibilities of the community and local government and outcomes and benefits it will produce.

LAND's core team experts will deliver co-training on the LUP methodology to the community's land use committee members and local government officials. Strategies will be developed to increase women's participation in the training and planning processes. Because women use land and natural resources differently than men, their inputs will serve to enrich and better inform the planning process.

Additionally, LAND will provide basic GIS training to community and local government officials. Building stakeholder GIS capacity will help ensure sustainability of the LUP methodology and promote processes through which local government and community to work together to manage resources and enforce the plan beyond the life of LAND. Community advocates and regional coordinators will monitor progress and identify areas where ongoing support and training can be delivered by LAND's core experts. LUP training will be delivered between April 2015 and January 2016.

Land use plans will be developed between January and June 2016. LAND regional coordinators will monitor the planning process to ensure it provides opportunities for all members of the community to participate, including women and vulnerable groups, and is transparent. They will also maintain regular contact with community advocates to ensure timely support is delivered.

5.4 MAINSTREAMING GENDER IN COMPONENT 4

- i. Equal participation and representation of pastoral and agro-pastoral women encouraged and given space during discussions, consultations, and implementation of communal land certification and LUP. LAND will make sure specific needs and concerns of women are not overlooked.
- ii. LAND's GAAP implemented to ensure LAND interventions in pilot areas benefit women and men equally. This will be done in collaboration with Landesa.
- iii. Concerns and needs of pastoral women included in trainings and workshops attended by land administration officials and customary authorities. Lack of knowledge and awareness are the major factors working against effective implementation of women's right to land.
- iv. Appropriate communication strategies (such radio drama, posters, pamphlets, and flyers) directed at women adopted to inform and encourage their participation in LAND's interventions.
- v. Training on gender dimensions of natural resource management delivered to local land administration officials and customary officials.

6.0 LAND MONITORING AND EVALUATION PLAN

LAND's Monitoring and Evaluation (M&E) Plan details the methodologies and approaches necessary to track, validate, report, and learn from project interventions. The M&E Plan is designed to provide continuous assessment of results measurements to ensure both learning and accountability.

In line with fostering both learning and accountability, Tetra Tech conducts internal Data Quality Assessments (DQAs) to ensure that robust, timely, and reliable data are reported to the client. The LAND team will conduct internal DQAs for each indicator and Performance Indicator Reference Sheets (PIRS). In addition to the internal DQA process, LAND will use adaptive management (see Figure 6.1) to assess:

1. Achievements made toward annual targets;
2. Data collection constraints and weaknesses;
3. How results are impacting women and other vulnerable groups; and
4. Which activities are successful and which activities are producing less-than-anticipated results.

Adaptive management informs and improves project results through a systematic process of review and validation of data collection methods and best practices. This quarterly process will allow the project to discuss the status of activities and the need for any changes to project activities with USAID in order to maximize success.

The successful implementation of the M&E Plan will require regular staff training, oversight, and mentoring to ensure methodological consistency, shared understanding, and comprehension of the roles and responsibilities of all staff in data collection and overall data quality and timeliness. The LAND project's M&E Specialist identifies staff training needs and collaborates with Winrock International's home office specialists to identify informational materials, schedule training, or provide other assistance to ensure outstanding M&E services and responsiveness of the M&E Specialist. LAND's M&E strategy focuses on producing robust evidence to demonstrate the completion of all tasks to achieve the expected outcomes, the resulting completion of all objectives, and evidence that these completed objectives subsequently led to sweeping, sustainable change experienced among targeted stakeholder communities. Accordingly, this M&E Plan employs indicators to represent outputs and outcomes.

LAND will regularly deliver quantitative and qualitative performance data, as well other information as appropriate, to USAID using the quarterly, annual, and final reports. The M&E Specialist will oversee this process; including supervising the timely submission of field data to LAND's home office, carrying out data formatting and report preparation, and ensuring compliance with USAID reporting requirements.

6.1 THEORY OF CHANGE

To achieve its program objectives, LAND will implement activities under four interconnected Components. As represented in Figure 6.1, the causal logic is as follows:

If legal and policy frameworks at national and regional levels are improved and strengthened; and

If capacity of Ethiopian universities is built to train national and regional land administration officials and engage in analysis of land policies; and

If capacity of land administration and use officials at national and regional levels to deliver land administration services and develop effective land policies is strengthened...

Then an enabling agriculture environment will be improved and market opportunities for increased productivity and income will be expanded (transitional result);

And

If community land rights in pastoral areas are strengthened and community capacity to take advantage of an improved agricultural environment and expanded market opportunities is enhanced...

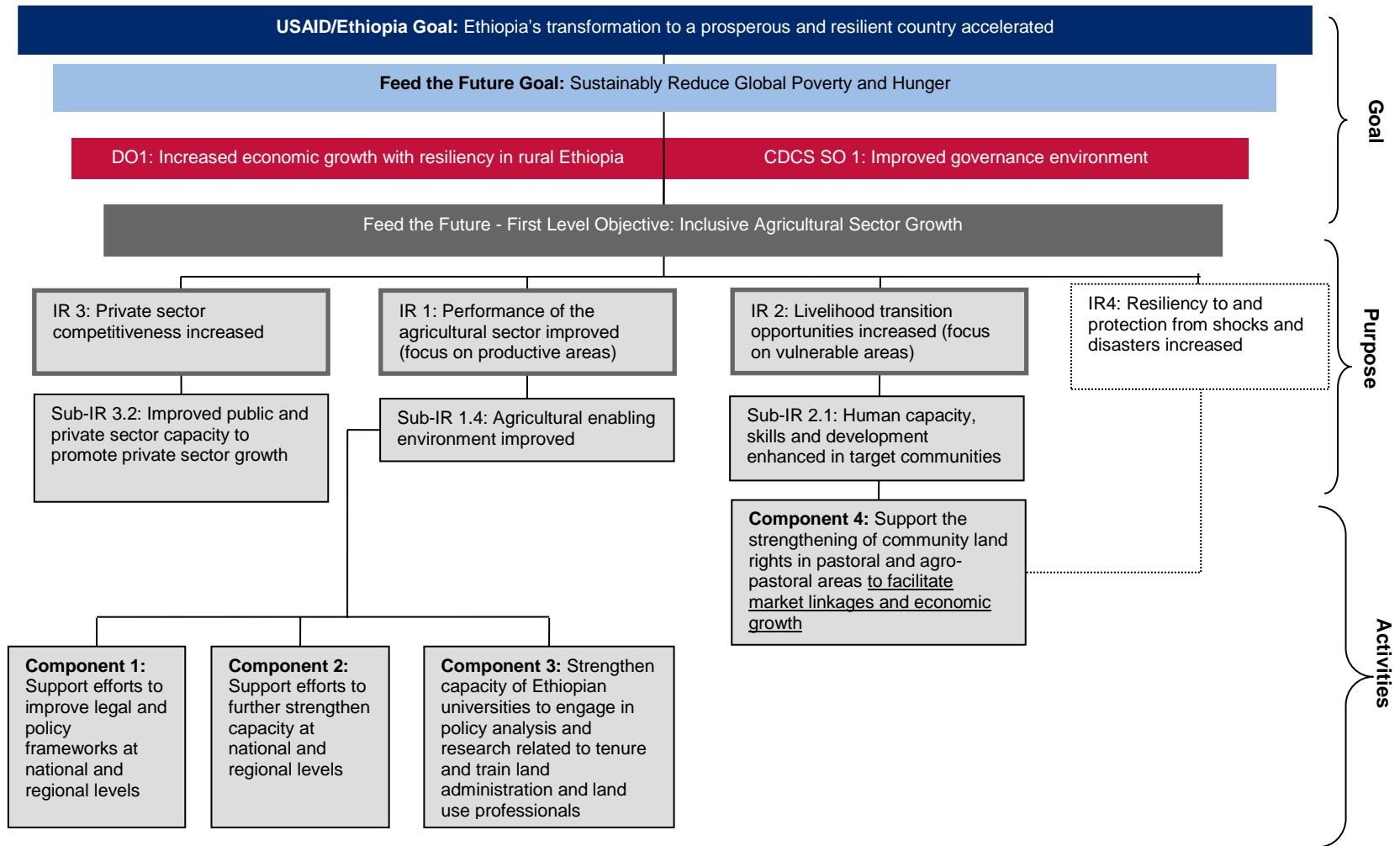
Then opportunities for pastoral communities to transition livelihoods, and the communities' resiliency to shocks and disasters, will increase.

Our theory of change is tied to both USAID/Ethiopia's Results Framework and USAID's Feed the Future framework. LAND contributes directly to three of four Intermediate Results (IR1, IR2, and IR3) from USAID/Ethiopia's Country Development Cooperation Strategy (CDCS) with indirect attribution to IR4 (represented by a dotted lined box in Figure 6.1) as accumulation of all LAND activities should increase the resiliency to, and production from, shocks and disasters. LAND also contributes to both Development Objective 1, "Increased economic growth with resiliency in rural Ethiopia," and Strategic Objective 1, "Improved governance environment."

LAND's theory of change follows a two-step process. First, LAND's activities under Components 1–3 will improve land laws and policies at the national and regional levels, build capacity of Ethiopian universities to train government LALU officials and analyze land policy, and strengthen capacity of government LALU officials to deliver land administration services. The cumulative effect of these activities is to improve land tenure and natural resource security and public and private sector capacity, which, in turn, will improve an agricultural enabling environment providing for increased productivity and income through expanded market opportunities.

Under the second step, demarcation and official recognition of community boundaries and development of community-based participatory land use enforced by local government will increase the agricultural productivity potential of the community's land, thus making it more attractive to investors. Assisting communities to form organizations/CLGEs will provide a mechanism through which communities can be represented to potential investors to negotiate mutually beneficial contracts—creating links between the community and market opportunities (e.g., livestock value chains). By increasing the agricultural productivity of pastoral landscapes and linking vulnerable communities to market opportunities, LAND will promote livelihood transition opportunities for vulnerable pastoral communities and increase resiliency to climate shocks and disasters.

Figure 6.1. Land Results Framework



6.2 PERFORMANCE INDICATORS

LAND's M&E Plan will measure two levels of indicators stemming from LAND intervention—outputs, and outcomes. Although longer-term impacts are a critical aspect of the project, they are not measured under this M&E Plan. Instead, impacts will be measured by USAID's ERC contractor.

Organized according to Components 1–4 and gender considerations, LAND's indicators (presented in Table 6.1) are the outcome of detailed conversations with USAID/Ethiopia, USAID/Ethiopia's M&E contractor Management Systems International, and stakeholders who participated in work planning. Our M&E Plan details performance indicators that link project activities to output and outcomes. Both standard and custom indicators were selected to measure outputs and outcomes. Standard indicators were selected from Foreign Assistance Tracking and Coordination System (FACTS), USAID/Ethiopia's CDCS, and the Feed the Future initiative. Custom indicators allow greater latitude to measure the nuances of the LAND project and bridge any gaps in our approach that are not represented by standard indicators. For purposes of accounting for measurable results of gender equality, we have included a distinct set of indicators that specifically measure how women succeed. LAND also disaggregates all people-level measures by sex (male/female) and other relevant differentiators such as region and rural and urban location. Each indicator in Table 6.1 also has a baseline value (where available) and annual targets. Where relevant and available, justifications and assumptions that informed target development are provided in the specific indicator's PIRS. These PIRS contain full descriptions of when, where, why, how, and by whom our indicators will be tracked, analyzed, and reported.

6.3 DATA COLLECTION

The dissemination of robust, high-quality, and timely results depends on orderly, systematic, and disciplined data collection. To ensure the validity of indicator data and other information produced and collected, LAND's M&E Specialist will oversee this process. The M&E Specialist, in close collaboration with the Chief of Party and other members of LAND's technical team, will manage all data collection processes, ensure technical staff understand and carry out their data collection roles and responsibilities, provide specifications for intended deliverables, and oversee LAND's data collection timetable. The LAND Data Collection, Analysis, and Reporting Schedule (Table 6.2) illustrates discrete monitoring activities tied to the project work plan. This schedule includes steps for data collection, management, and preparation of quarterly and annual reports. The M&E Specialist, with support from Tetra Tech and Winrock International home office staff, will carry out regular staff capacity-building activities throughout the life of the project to ensure consistent, high-quality data collection.

Table 6.1. Performance Indicators

Indicator	Type	Baseline Value	Y1 Target	Yr 2 Target	Yr 3 Target	Yr 4 Target	Yr 5 Target	LOP target
O.1: Number of pastoral communities with demarcated and certified land rights ³	Outcome	0	0	10	10	10	0	30
O.2: Number of pre-existing land and natural resource-based conflicts resolved in favor of the protection of the most vulnerable populations and local communities involved in areas receiving USG assistance for land conflict mitigation	Outcome FACTS	TBD	10% above baseline	15% above baseline	20% above baseline	30% above baseline	50% above baseline	50% above baseline
O.3: Number of private enterprises, producers organizations, water user associations, women's groups, trade and business associations and community-based organizations (CBOs) that applied new technologies or management practices as a result of USG assistance	Outcome FACTS	0	0	10	20	20	10	60
O.4: Number of mutually beneficial collaborative contracts concluded between pastoral communities and private sector investors	Outcome	0	0	0	10	10	10	30
Component 1: Support efforts to improve legal and policy framework at national and regional levels								
1.1: Number of policies, regulations, and administrative procedures in each of the following stages of development (<u>analyzed, drafted, & presented</u> , passed, or being implemented) as a result of USG assistance. (CDCS and FTF)	<u>Output/ Outcome;</u> FACTS Mission	0	0	8	12	10	6	36
1.2: Percent reduction of disputes occurring as a result of changes to the legal and regulatory framework	<u>Outcome</u>	TBD	5% reduction below baseline	10% reduction below baseline	15% reduction below baseline	25% reduction below baseline	45% reduction below baseline	45% reduction below baseline
1.3: Number of consultative and participatory processes conducted	<u>Output</u>	0	30	60	60	30	30	210
Component 2: Support efforts to further strengthen capacity in national, regional, and local land administration and in land use planning								
2.1: Person-hours of training completed by government officials, traditional authorities, or individuals related to land tenure and property rights	Output; FACTS	0	126,160	121,400	120,960	108,240	46,080	522,840
2.2: Number of land administration professionals receiving university certification	Outcome	0	0	0	0	35	40	75
2.3: Number of people attending USG-assisted facilitated events that are geared toward strengthening understanding and awareness of property rights and resource management	Output	0	450	300	440	200	0	1,390

³ Also contributes to USAID/Ethiopia and FACTS indicator “number of households with formalized land”; see PIRS for more information.

Indicator	Type	Baseline Value	Y1 Target	Yr 2 Target	Yr 3 Target	Yr 4 Target	Yr 5 Target	LOP target
2.4: Number of judges with reported stronger capacity	Outcome	0	0	50	75	75	75	275
2.5: Number of training curricula materials successfully developed	Output	0	0	6	0	1	0	7
2.6: Number of land administration personnel with reported stronger capacity	Outcome	0	0	100	200	200	100	600
Component 3: Strengthen capacity of Ethiopian universities to engage in policy analysis and research related to land tenure and train land administration and land use professionals								
3.1: Number of new, USG-funded awards to institutions in support of development research	Output; FACTS Mission	0	20	20	10	0	0	50
3.2: Number of institutions/organizations making significant improvements based on recommendations made via USG-supported assessment	Outcome; FACTS	0	0	1	2	2	0	5
Component 4: Support for strengthening community land rights in pastoral and agro-pastoral areas to facilitate market linkages and economic growth								
4.1: Number of pastoral/agro-pastoral communities with land use plans focused on water resources developed through participatory processes	Output; RFTOP	0	0	10	10	10	0	30
4.2: Number of projects/activities conducted by communities that contribute to their land use plans	Outcome	0	0	30	30	30	0	90
4.3: Number of rural hectares mapped and adjudicated (FTF and CDCS)	Outcome; FACTS Mission	0	0	50,000	50,000	50,000	0	150,000
4.4: Number of stakeholders participating in consultations to generate participatory land use plans	Output	0	0	1,200	1,200	1,200	0	3,600
4.5: Number of public-private dialogue mechanisms utilized as a result of USG assistance	Outcome; FACTS Mission	0	5	3	3	4	0	10
4.6: Number of pastoral communities with stronger capacity to engage with private sector investors		0	0	5	15	10	0	30
4.7: Number of community landholding governance entities (CLGE) that are operational	Outcome	0	0	10	10	10	0	30
4.8: Number of site profiles completed	Output	0	20	20	20	0	0	60
4.9: Number of studies (e.g., land tenure challenges) and assessments (e.g., customary land and natural resource management law assessments) successfully completed	Output	0	0	4	4	4	0	12
4.10: Number of individuals participating on LAND-sponsored study tours	Output	0	0	12	12	0	0	24
4.11: Number of food security private enterprises (for-profit), producer organizations, water user associations, women's groups,	Output; FACTS	0	0	20	40	40	20	120

Indicator	Type	Baseline Value	Y1 Target	Yr 2 Target	Yr 3 Target	Yr 4 Target	Yr 5 Target	LOP target
trade and business associations, and community-based organizations (CBOs) receiving USG assistance								
Crosscutting: Gender equality to address land tenure security								
G.1: Proportion of female participants in USG-assisted programs designed to increase access to productive economic resources (asset, credit, income, or employment)	Output; FACTS Mission	TBD	5%*	15%*	20%*	30%*	40%*	40%*
G.2: Number of laws, policies, or procedures drafted, proposed, or adopted to promote gender equality at the regional, national, or local levels	Output	0	0	2	2	3	3	1-
G.3: Proportion of women attending degree and certification programs in land tenure and property rights	Output	9%	9%	13%	18%	24%	30%	30%

Table 6.2. Data Collection, Analysis, and Reporting Schedule

Major Steps	FY 2013		FY 2014				FY 2015				FY 2016				FY 2017				FY 2018	
Quarter:	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Submit Draft/Final M&E Plan			•																	
Establish Baseline		•	•																	
Submit Quarterly Report		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
Submit Annual Report		•				•				•				•				•		
Submit Final Program Report																				•
Assess Data Quality				•				•				•				•				•
Review and Update M&E Plan (including internal DQA)			•							•									•	
Assist Possible Performance Evaluations										•	•								•	•
Review Internal Performance			•		•		•		•		•		•		•		•		•	
Provide Staff Training/Develop Partner Capacity	•	•				•				•				•				•		
Hold Adaptive Management Meeting		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
LAND Collects Data		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

*= above baseline value

ANNEX A: IMPLEMENTATION PLAN

YEAR 1 WORK PLAN (BY MONTH)

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
COMPONENT 1 – IMPROVE LEGAL AND POLICY FRAMEWORKS AT NATIONAL AND LOCAL LEVELS	Abebe Mulatu - Medhanit Adamu															
ACTIVITY 1.1: Review National & Regional Land Administration & Land Use Legislation	LAUD/MoA LALU and Justice Bureaus & agencies, of Amhara, SNNP, & Tigray plus Bahir Dar, Hawassa, & Mekele Universities															
Task 1.1.1: Effectiveness of existing national and regional land administration and land use (LALU) laws will be examined and analyzed and recommendations given for revision as appropriate.	LALU and Justice Bureaus & agencies, of Amhara, SNNP, & Tigray plus Bahir Dar, Hawassa, & Mekele Universities															
Sub-task 1.1.1.1: Assess impacts from implementation of existing regional LALU legislation																
i. Inception reports for the Amahara, SNNP & Tigray regional assessments delivered				Amhara		SNNP Tigray										
ii. First drafts of the inception reports reviewed by LAND oversight committee					Amhara		SNNP Tigray									
iii. Field work						Amhara	Amhara	Amhara, SNNP & Tigray	SNNP & Tigray	SNNP & Tigray						
iv. Analysis									Amhara	Amhara	SNNP & Tigray	SNNP & Tigray				
v. Final drafts delivered and reviewed										Amhara		SNNP & Tigray				
vi. Presentation of the assessments at regional workshops for stakeholder consultations											Amhara		SNNP Tigray	One day workshop		
vii. Presentation of the assessments at National workshops for stakeholder consultations														Amhara, SNNP & Tigray		
viii. Final report and policy brief delivered																Federal, Amhara, SNNP & Tigray
Sub-task 1.1.1.2: Assessment of federal legislation that will guide legislation at the regional level.																
i. National stakeholder meeting (covered under Sub task 1.1.1.1. (iv))																
ii. Drafting committee formed in the Ministry of Agriculture to study the regional policy brief and identify provisions of Federal LALU Proclamation No. 456/2005 to be amended to facilitate efficient market based transactions & Federal Expropriation Proclamation No. 455/2005																

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
iii. Amended draft LALU Proclamation and Expropriation, compensation and valuation proclamation prepared																
iv. Consultation with stakeholders on the amended draft LALU Proclamation and Expropriation, compensation and valuation proclamation prepared																
v. Complete initial draft of the amended Federal LALU Proclamation and Expropriation, compensation and valuation proclamation prepared for public consultation under Task 1.2.1 below																
Task 1.1.2: Harmonize rural land registration and surveying methodologies	LAUD/MoA EMA															
Task 1.1.3: Identify best practice to protect communal land rights in pastoral areas	LADSI															
i. First draft of the brief delivered for review and comment																
ii. Final draft of the brief delivered																
iii. The brief will be presented and discussed at a national participatory workshop attended by key national, regional and local government officials; judges, customary authorities, and community-based advocacy groups including women and vulnerable groups such as pastoral “drop outs” to identify which models are best suited to the circumstances in Ethiopia and that might be tested and refined under Component 4 in consultation with USAID/Ethiopia.																
iv. Policy brief prepared and submitted to MoA																
Sub-task 1.1.3.1: Assist Afar, Oromia and Somali regional states in developing community based NRM regulation																
i. Initial draft produced																
ii. Draft submitted for stakeholder discussion																
iii. Draft enriched and submitted to regional bureaus																
iv. NRM regulation printed & distributed																
ACTIVITY 1.2: Implement Consultative Process to Draft and Amend Needed Land Legislation	Abebe Mulatu - Medhanit A															
Task 1.2.1: Revise federal LALU legislation and federal expropriation and compensation proclamation and regulation through participatory processes.	LAUD/MoA															
Sub-task 1.2.1.1: Revise federal LALU legislation.																
i. Initial draft proclamation presented to national stakeholders for review and comment.																
ii. Comments incorporated and a revised draft proclamation submitted to cabinet																
iii. Final draft amendments to Federal LALU Proclamation No. 456/2005 submitted to the MoA																
iv. Amended law printed and distributed																

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
Sub-task 1.2.1.2: Revise federal expropriation and compensation proclamation and regulation	Abebe Mulatu - Medhanit Adamu															
i. Initial draft proclamation and regulation presented to national stakeholders for review and comment.																
ii. Comments incorporated and a revised draft proclamation and regulation submitted to cabinet																
iii. Draft amendments to expropriation and compensation Proclamation No. 455/2005 and regulations submitted to the Ministry of Federal Affairs																
iv. Amended law printed and distributed																
Task 1.2.2: Revise regional LALU legislation through consultative processes	Abebe Mulatu - Medhanit A															
Sub-task 1.2.2.1: Legislative drafting assistance to Amhara Regional State																
<i>Revise rural LALU proclamation</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional cabinet																
iv. Final draft amended proclamation submitted to regional ministry																
v. Revised proclamation printed & distributed																
<i>Revise rural LALU regulation</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and revised draft submitted to regional bureau																
<i>Develop expropriation, valuation and compensation guideline</i>																
Revise rural LALU guidelines: guidelines revised and submitted to the regional bureau																
Sub-task 1.2.2.2: Legislative drafting assistance to Oromia Regional State																
<i>Revise rural LALU proclamation</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional cabinet																
iv. Final draft amended proclamation submitted to Regional ministry																
v. Amended proclamation printed and distributed																
<i>Revise rural LALU regulation</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and revised draft submitted to regional bureau																

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
<i>Develop expropriation, valuation and compensation guideline</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional bureau																
<i>Revise rural LALU guidelines: guidelines revised and submitted to the regional bureau</i>																
Sub-task 1.2.2.3: Legislative drafting assistance to SNNP Regional State																
<i>Revise rural LALU proclamation</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional cabinet																
iv. Final draft amended proclamation submitted to regional ministry																
v. Amended proclamation printed and distributed																
<i>Revise rural LALU regulation</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and revised draft submitted to regional bureau																
<i>Develop expropriation, valuation and compensation guideline</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional bureau																
<i>Revise rural LALU guidelines: guidelines revised and submitted to the regional bureau</i>																
Sub-task 1.2.2.4: Legislative drafting assistance to Tigray Regional State																
<i>Revise rural LALU proclamation</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional cabinet																
iv. Final draft amended proclamation submitted to regional ministry																
v. Amended proclamation printed and distributed																
<i>Revise rural LALU regulation</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and revised draft submitted to regional bureau																
<i>Land use regulation and guidelines</i>																
i. Drafting committee constituted																

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
ii. Initial draft land use law prepared																
iii. Stakeholder consultation workshop conducted																
iv. Revised draft land use law submitted to regional cabinet																
Sub-task 1.2.2.5: Legislative drafting assistance to Somali Regional State																
i. Initial draft Pastoral LALU Regulation produced																
ii. Initial draft Regulation presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional cabinet																
iv. Final draft Regulation submitted to regional bureau																
v. Law printed & distributed																
Pastoral LALU guidelines revised and submitted to the regional bureau																
<i>Develop expropriation, valuation and compensation guidelines</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional bureau																
Sub-task 1.2.2.6: Legislative drafting assistance to Afar Regional State																
<i>Develop expropriation, valuation and compensation guidelines</i>																
i. Initial draft law produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional bureau																
Sub-task 1.2.2.7: Legislative drafting assistance to Dire Dawa City Administrative Council																
Sub-task 1.2.2.8: Legislative drafting assistance to Harari Regional State																
Task 1.2.3: Develop appropriate methodologies to survey and certify land use rights and develop legislation to harmonize these methodologies across regions through consultative processes.	Abebe Mulatu - Medhanit A LAUDD/MoA, EMA															
Sub-task 1.2.3.1: Support development of Federal registration and survey licensing regulation and review survey regulation.																
<i>Development of the surveyors' licensing regulation</i>																
i. Initial draft of each regulation produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to the EMA																
iv. Final draft regulation submitted to the EMA																
v. Initial draft presented to regional stakeholders for review and comment																

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
vi. Comments incorporated and a revised draft submitted to regional cabinet																
vii. Final draft amended proclamation submitted to regional bureaus																
viii. New and revised survey regulation printed & distributed																
Sub-task 1.2.3.2: Support development of rural lands registration and survey regulations in Amhara, Oromia, Afar, SNNP, Tigray, Somali regional states	Abebe Mulatu - Medhanit A															
i. Initial draft regulation produced																
ii. Initial draft presented to regional stakeholders for review and comment																
iii. Comments incorporated and a revised draft submitted to regional cabinet																
iv. Final approved regulations printed & distributed																
ACTIVITY 1.3: Implement Consultative Processes to Create Legal Frameworks That Enable Development OF Land Use Policy	Alehegn Dagnew															
Task 1.3.1: Conduct a national stakeholder workshop and assist drafting a national land use policy.	LAUD/MoA															
Sub-task 1.3.1.1: Conduct national stakeholder workshop and provide support to create conditions for drafting a national land use policy.																
i. Terms of Reference developed																
ii. Workshop papers assigned																
iii. Workshop conducted																
iv. Proceedings, Policy Brief published																
Sub-task 1.3.1.2: Develop National Land Use Policy																
i. Federal land use policy drafting committee constituted																
ii. Initial draft land use policy prepared																
iii. Workshop on draft land use policy conducted																
iv. Draft improved and submitted to MOA																
v. Policy printed & distributed																
Task 1.3.2: Conduct regional stakeholder workshops to discuss national land use policy to inform drafting of regional land use policies.	Abebe Mulatu - Medhanit A, LAUD/MoA, Regional LALU Bureaus/Agencies															
i. Regional land use policy drafting committees composed of sector agencies formed and coordinated by bureaus of agriculture																
ii. Regional land use policies drafted																
iii. Draft regional land use policies discussed at regional workshops and finalized																
Task 1.3.3: Introduce stakeholders to the concept of National Spatial Data Infrastructure Policy (NSDI) and the protocols for its implementation	Alehegn Dagnew															

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
COMPONENT 2 – STRENGTHEN NATIONAL, REGIONAL, AND LOCAL LALU PLANNING CAPACITY	Abebe Mulatu, Alehegn Dagnew Medhanit Adamu															
ACTIVITY 2.1: Develop Training Programs to Build Capacity of Land Administration Officials and Private Sector Surveyors																
Task 2.1.1: Deliver TOT training to build professional capacity of regional and woreda land administration officials to register land rights; record land transfers; implement expropriation and compensation procedures; protect women's rights to land; resolve disputes; and ensure compliance with survey standards and methodologies.																
i. Training modules developed																
ii. Training modules reviewed and revised																
iii. Training modules published and printed																
iv. Training conducted																
Task 2.1.2: Support development of regional land administration training centers and training materials. This activity will be implemented between February and June 2014	Alehegn Dagnew LAUD/MoA, Regional LALU Bureaus/Agencies															
ACTIVITY 2.2: Deliver Trainings to Build Capacity to Develop Cost-Effective Land Use Planning Methodologies Incorporating the Use of CORS and GIS Technologies	Alehegn Dagnew LAUD/MoA, Regional LALU Bureaus/Agencies															
Task 2.2.1: Training and institutional needs assessment of EMA to operationalize and maintain Ethiopia's existing CORS network																
Task 2.2.2: Build capacity of Ethiopian Mapping Agency (EMA) to use CORS to capture and disseminate spatial data.	Alehegn Dagnew															
i. Inventory of existing CORS stations conducted to determine capacity & operational status of each unit																
ii. CORS network made functional by local consultant																
iii. EMA staff trained to provide online positioning user service (OPUS)																
iv. EMA staff trained to provide online positioning user service (OPUS)																
v. Federal and regional land administration officials trained to use CORS/OPUS																
Task 2.2.3: Develop series of workshops and training programs for federal, regional and woreda level LALU officials on best practices in development of land use plans using GIS technology	Alehegn Dagnew LAUD/MoA, Regional LALU Bureaus/															
Sub-task 2.2.3.1: Delivery of training																
i. Training delivered to federal and regional staff on participatory land use planning and GIS																
ii. Training delivered to regional staff on preparing master land use plans																
iii. Training delivered to federal staff on automated land evaluation system																

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
iv. Conduct series of workshops for regional LALU officials on best practice in participatory land use planning.																
v. Regional & Zonal staff received training on GIS & remote sensing																
Task 2.2.4: Develop participatory and cost-effective land use planning methodologies in select regions	Alehegn Dagneu LAUD/MoA, Regional LALU Bureaus/Agencies															
i. Review existing methodologies and produce supplementary manual																
ii. Refine and develop participatory methodologies																
iii. Consultative workshop convened																
ACTIVITY 2.3: Undertake Training Workshops and Consultations for Judges, Local Land Administration Committee Members, and Traditional Dispute Resolvers	Abebe Mulatu - Medhanit															
Task 2.3.1: Develop course materials for regional training programs.	LAUD/MoA, Selected Universities															
Task 2.3.2: Deliver regional training programs.	Selected Universities Regional LALU Bureaus/Agencies															
i. Land administration use committee trained																
ii. Customary and religious leader and women representative trained																
iii. Regional judges trained on statutory and customary law																
Task 2.3.3: A series of workshops delivered to bring formal sector judges, land administration committee members and traditional dispute resolvers together to discuss opportunities to strengthen ties between customary & formal legal systems in Ethiopia.	Abebe Mulatu - Medhanit															
i. Regional workshop on dispute resolution and ties b/n customary and statutory laws convened																
ii. Community level workshop convened																
iii. Training materials updated regularly to ensure inclusion of new and amended provisions in federal and regional LALU legislation																
Task 2.3.4: Best options for incorporating customary laws in pastoral areas into jurisprudence and court practice identified.	Abebe Mulatu - Medhanit Adamu															
COMPONENT 3																
ACTIVITY 3.1: Strengthen Capacity of Ethiopian Universities in Training Land Administration and Land Use Professionals	Solomon Bekure DCOP Alehegne Dagneu															

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
Task 3.1.1: Conduct market assessment of demand for land administration professionals and private surveyors, review university undergraduate and TVET training curricula and develop undergraduate and TVET training strategy and implementation plans	Michigan State University, LAUD/MoA, Abebe Mulatu, Alehegne Dagnew															
i. TOR for MSU's sub-contract developed																
ii. Desk review of relevant materials completed																
iii. Survey implementation plan developed and survey design completed																
iv. Field work conducted, university curricula reviewed and analyzed																
v. Summary of findings presented																
vi. National workshop conducted																
vii. Final report delivered																
Task 3.1.2: Develop short-course training programs for junior, mid-career, and private sector professionals.																
i. TOR prepared																
ii. Universities selected & MOU signed for designing and delivering																
iii. Curriculum designed																
iv. Prepare course materials prepared																
v. First courses offered and then yearly thereafter																
Task 3.1.3: Curriculum to offer certificate courses at one TVET in each region established																
i. LAND experts participated in curriculum review workshops																
ii. One TVET in each regional state selected to establish curriculum																
iii. Assistance provided to offer land administration courses																
ACTIVITY 3.2: Develop a University-Based Center to Engage in Rigorous Policy Analysis	Solomon Bekure, DCOP															
Task 3.2.1: A research center established at a respected Ethiopian university to engage in rigorous policy analysis.	LAUD/MoA, Universities															
i. Scope of work for center produced																
ii. University selected and MOU signed																
iii. Center made operational to implement scope of work																
ACTIVITY 3.3: Develop and Support Research on Causal Linkages among Land Tenure Security, Food Security, Economic Growth, and Natural Resources Management (NRM)	Solomon Bekure, DCOP															
Task 3.3.1: Competitive Grant Manual prepared and Grand Advisory committee established.	CRGP Advisory Committee, LAUD/MoA															
i. Grant manual prepared																
ii. National Grant Advisory Committee established																
3.3.2. Grant Advisory Committee selects grant proposals twice each year																

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
i. Call for Grant proposals Announced, bi-annually in following years, last call in 31 December 2016 (7 calls in total)																
i. Grant proposals vetted and awarded																
v. Grant awards are monitored over the life of the project																
vi. Grant research reports finalized, reviewed and published over the life of the project																
Task 3.3.3: Forums (seminars, symposia, conference) conducted by the research center to encourage debate and dialogue on rural land issues and proceedings published.	CRGP Advisory Committee, Selected Center of Excellence															
i. TOR to establish forum developed																
ii. Institution(s) that will organize the forum selected																
iii. Forum (seminar, symposia, conference) conducted throughout life of the project																
iv. Proceedings, policy briefs, etc. published throughout life of the project																
Task 3.3.4: Repository of research data, reports & books on Ethiopian rural land tenure, property rights, women's and VGP property rights, rural land administration, LUP, and related subjects established and managed by the research center	CRGP Advisory Committee, Selected Center of Excellence															
i. TOR for repository developed																
ii. MOU signed with research center																
iii. Repository established & managed																
COMPONENT 4																
ACTIVITY 4.1. IDENTIFY AND SELECT SITE LOCATIONS WHERE LAND INTERVENTIONS WILL BE IMPLEMENTED AND IMPACTS WILL BE MEASURED BY THE ERC PROJECT	Dr Kelemework Tafere, Abebe Mulatu, Alehegne Dagne, Medhanit Adamu															
Task 4.1.1: Selection of potential community and site locations to be included in project interventions.																
Task 4.1.2: Prepare site profiles to assist determination of communities/sites eligible to be randomly selected for inclusion in LAND interventions.																
Task 4.1.3. Final selection of pilot sites																
ACTIVITY 4.2: ESTABLISH CLGEs AND CAPTURE LESSONS LEARNED ON MODELS DEVELOPED																
Task 4.2.1: Undertake PIA Campaign and develop a community "How to Guides."																
i. Community consulted on modalities for PIA																
ii. PIA communication strategy designed																
iii. PIA strategy implemented																
Task 4.2.2: Develop a study identifying barriers, needs and opportunities associated with establishment of CLGEs.																

Component	Person Responsible/ Institution	FY13 Q4			FY14 Q1			FY14 Q2			FY14 Q3			FY14 Q4		
Activity/Task Deliverable		7/13	8/13	9/13	10/13	11/13	12/13	1/14	2/14	3/14	4/14	5/14	6/14	7/14	8/14	9/14
Task 4.2.3. Support workshops that bring together government officials, community stakeholders and civil society to discuss challenges and opportunities to creating CLGES.																
Task 4.2.4. Undertake international study tours. The first study tour will be conducted once the first pilot community has demonstrated full commitment to engage with LAND																
Task 4.2.5. Develop models for establishing CLGES.																
Task 4.2.6. National conference on models for strengthening and protecting community rights to pastoral land in pastoral and agro-pastoral areas.																
ACTIVITY 4.3. COMMUNITY LAND, DEMARCATION AND LAND USE PLANNING ACTIVITIES																
Task 4.3.1: Participatory mapping of boundaries with selected communities																
i. Boundary committee appointed																
ii. Community boundary demarcated																
Task 4.3.2: Participatory land use planning with selected communities.																
i. Participatory methodology developed																
ii. Community land use committee appointed																
iii. Deliver training to community and local government on land use planning																
iv. Land use plans developed																

Note: Activities/Tasks not shaded in this table represent those that will be done in Years 2-5.

YEARS 2–5 WORK PLAN (BY QUARTER)

Component Activity/Task Deliverable	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
COMPONENT 1 – IMPROVE LEGAL AND POLICY FRAMEWORKS AT NATIONAL AND LOCAL LEVELS	Abebe Mulatu - Medhanit Adamu																
ACTIVITY 1.1: Review National & Regional Land Administration & Land Use Legislation	LALU/MoA LALU and Justice Bureaus & agencies, of Amhara, SNNP, & Tigray plus Bahir Dar, Hawassa, & Mekele Universities																
Task 1.1.1: Effectiveness of existing national and regional land administration and land use (LALU) laws will be examined and analyzed and recommendations given for revision as appropriate.	LALU and Justice Bureaus & agencies, of Amhara, SNNP, & Tigray plus Bahir Dar, Hawassa, & Mekele Universities																
Sub-task 1.1.1.1: Assess impacts from implementation of existing regional LALU legislation																	
i. Inception reports for the Amhara, SNNP & Tigray regional assessments delivered																	
ii. First drafts of the inception reports reviewed by LAND oversight committee																	
iii. Field work																	
iv. Analysis																	
v. Final drafts delivered and reviewed																	
vi. Presentation of the assessments at regional workshops for stakeholder consultations																	
vii. Presentation of the assessments at National workshops for stakeholder consultations																	
viii. Final report and policy brief delivered																	
Sub-task 1.1.1.2: Assessment of federal legislation that will guide legislation at the regional level.																	
i. National stakeholder meeting (covered under Sub task 1.1.1.1. (iv))																	
ii. Drafting committee formed in the Ministry of Agriculture to study the regional policy brief and identify provisions of Federal LALU Proclamation No. 456/2005 to be amended to facilitate efficient market based transactions & Federal Expropriation Proclamation No. 455/2005																	
iii. Amended draft LALU Proclamation and Expropriation, compensation and valuation proclamation prepared																	

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
iv. Consultation with stakeholders on the amended draft LALU Proclamation and Expropriation, compensation and valuation proclamation prepared																	
v. Complete initial draft of the amended Federal LALU Proclamation and Expropriation, compensation and valuation proclamation prepared for public consultation under Task 1.2.1 below																	
Task 1.1.2: Harmonize rural land registration and surveying methodologies	LAUD/MoA EMA																
Task 1.1.3: Identify best practice to protect communal land rights in pastoral areas	LADSI, Haramaya University																
i. First draft of the brief delivered for review and comment																	
ii. Final draft of the brief delivered																	
iii. The brief will be presented and discussed at a national participatory workshop attended by key national, regional and local government officials; judges, customary authorities, and community-based advocacy groups including women and vulnerable groups such as pastoral "drop outs" to identify which models are best suited to the circumstances in Ethiopia and that might be tested and refined under Component 4 in consultation with USAID/Ethiopia.																	
iv. Policy brief prepared and submitted to MoA																	
Sub-task 1.1.3.1: Assist Afar, Oromia and Somali regional states in developing community based NRM regulation																	
i. Initial draft produced																	
ii. Draft submitted for stakeholder discussion																	
iii. Draft enriched and submitted to regional bureaus																	
iv. NRM regulation printed & distributed																	
ACTIVITY 1.2: Implement Consultative Process to Draft and Amend Needed Land Legislation	Abebe Mulatu - Medhanit A																
Task 1.2.1: Revise federal LALU legislation, federal expropriation and compensation proclamation and regulation and develop federal framework law to protect communal land rights through participatory processes.	LAUD/MoA																
Sub-task 1.2.1.1: Revise federal LALU legislation.																	
i. Initial draft proclamation presented to national stakeholders for review and comment.																	
ii. Comments incorporated and a revised draft proclamation submitted to cabinet																	
iii. Final draft amendments to Federal LALU Proclamation No. 456/2005 submitted to the MoA																	

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
iv. Amended law printed and distributed																	
Sub-task 1.2.1.2: Revise federal expropriation and compensation proclamation and regulation	Abebe Mulatu - Medhanit Adamu																
i. Initial draft proclamation and regulation presented to national stakeholders for review and comment.																	
ii. Comments incorporated and a revised draft proclamation and regulation submitted to cabinet																	
iii. Draft amendments to expropriation and compensation Proclamation No. 455/2005 and regulations submitted to the Ministry of Federal Affairs																	
iv. Amended law printed and distributed																	
Task 1.2.2: Revise regional LALU legislation through consultative processes	Abebe Mulatu - Medhanit A																
Sub-task 1.2.2.1: Legislative drafting assistance to Amhara Regional State																	
Revise rural LALU proclamation																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional cabinet																	
iv. Final draft amended proclamation submitted to regional ministry																	
v. Revised proclamation printed & distributed																	
Revise rural LALU regulation																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and revised draft submitted to regional bureau																	
Develop expropriation, valuation and compensation guideline																	
Revise rural LALU guidelines: guidelines revised and submitted to the regional bureau																	
Sub-task 1.2.2.2: Legislative drafting assistance to Oromia Regional State																	
Revise rural LALU proclamation																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional cabinet																	
iv. Final draft amended proclamation submitted to Regional ministry																	
v. Amended proclamation printed and distributed																	
Revise rural LALU regulation																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
iii. Comments incorporated and revised draft submitted to regional bureau																	
<i>Develop expropriation, valuation and compensation guideline</i>																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional bureau																	
<i>Revise rural LALU guidelines: guidelines revised and submitted to the regional bureau</i>																	
Sub-task 1.2.2.3: Legislative drafting assistance to SNNP Regional State																	
<i>Revise rural LALU proclamation</i>																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional cabinet																	
iv. Final draft amended proclamation submitted to regional ministry																	
v. Amended proclamation printed and distributed																	
<i>Revise rural LALU regulation</i>																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and revised draft submitted to regional bureau																	
<i>Develop expropriation, valuation and compensation guideline</i>																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional bureau																	
<i>Revise rural LALU guidelines: guidelines revised and submitted to the regional bureau</i>																	
Sub-task 1.2.2.4: Legislative drafting assistance to Tigray Regional State																	
<i>Revise rural LALU proclamation</i>																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional cabinet																	
iv. Final draft amended proclamation submitted to regional ministry																	
v. Amended proclamation printed and distributed																	
<i>Revise rural LALU regulation</i>																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
iii. Comments incorporated and revised draft submitted to regional bureau																	
<i>Land use regulation and guidelines</i>																	
i. Drafting committee constituted																	
ii. Initial draft land use law prepared																	
iii. Stakeholder consultation workshop conducted																	
iv. Revised draft land use law submitted to regional cabinet																	
Sub-task 1.2.2.5: Legislative drafting assistance to Somali Regional State																	
i. Initial draft Pastoral LALU Regulation produced																	
ii. Initial draft Regulation presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional cabinet																	
iv. Final draft Regulation submitted to regional bureau																	
v. Law printed & distributed																	
Pastoral LALU guidelines revised and submitted to the regional bureau																	
<i>Develop expropriation, valuation and compensation guidelines</i>																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional bureau																	
Sub-task 1.2.2.6: Legislative drafting assistance to Afar Regional State																	
<i>Develop expropriation, valuation and compensation guidelines</i>																	
i. Initial draft law produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional bureau																	
Sub-task 1.2.2.7: Legislative drafting assistance to Dire Dawa City Administrative Council																	
Sub-task 1.2.2.8: Legislative drafting assistance to Harari Regional State																	
Task 1.2.3: Develop appropriate methodologies to survey and certify land use rights and develop legislation to harmonize these methodologies across regions through consultative processes.	Abebe Mulatu - Medhanit A LAUDD/MoA, EMA																
Sub-task 1.2.3.1: Support development of Federal registration and survey licensing regulation and review survey regulation.																	
<i>Development of the surveyors' licensing regulation</i>																	
i. Initial draft of each regulation produced																	

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to the EMA																	
iv. Final draft regulation submitted to the EMA																	
v. Initial draft presented to regional stakeholders for review and comment																	
vi. Comments incorporated and a revised draft submitted to regional cabinet																	
vii. Final draft amended proclamation submitted to regional bureaus																	
viii. New and revised survey regulation printed & distributed																	
Sub-task 1.2.3.2: Support development of rural lands registration and survey regulations in Amhara, Oromia, Afar, SNNP, Tigray, Somali regional states	Abebe Mulatu - Medhanit A																
i. Initial draft regulation produced																	
ii. Initial draft presented to regional stakeholders for review and comment																	
iii. Comments incorporated and a revised draft submitted to regional cabinet																	
iv. Final approved regulations printed & distributed																	
ACTIVITY 1.3: Implement Consultative Processes to Create Legal Frameworks That Enable Development OF Land Use Policy	Alehegn Dagnew																
Task 1.3.1: Conduct a national stakeholder workshop and assist drafting a national land use policy.	LAUD/MoA																
Sub-task 1.3.1.1: Conduct national stakeholder workshop and provide support to create conditions for drafting a national land use policy.																	
i. Terms of Reference developed																	
ii. Workshop papers assigned																	
iii. Workshop conducted																	
iv. Proceedings, Policy Brief published																	
Sub-task 1.3.1.2: Develop National Land Use Policy																	
i. Federal land use policy drafting committee constituted																	
ii. Initial draft land use policy prepared																	
iii. Workshop on draft land use policy conducted																	
iv. Draft improved and submitted to MOA																	
v. Policy printed & distributed																	
Task 1.3.2: Conduct regional stakeholder workshops to discuss national land use policy to inform drafting of regional land use policies.	Abebe Mulatu - Medhanit A LAUD/MoA, Regional LALU Bureaus/ Agencies																

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
i. Regional land use policy drafting committees composed of sector agencies formed and coordinated by bureaus of agriculture																	
ii. Regional land use policies drafted																	
iii. Draft regional land use policies discussed at regional workshops and finalized																	
Task 1.3.3: Introduce stakeholders to the concept of National Spatial Data Infrastructure Policy (NSDI) and the protocols for its implementation																	
COMPONENT 2 – STRENGTHEN NATIONAL, REGIONAL, AND LOCAL LALU PLANNING CAPACITY	Abebe Mulatu, Alehegn Dagnew Medhanit Adamu																
ACTIVITY 2.1: Develop Training Programs to Build Capacity of Land Administration Officials and Private Sector Surveyors	LAUD/MoA, Regional LALU Bureaus/ Agencies																
Task 2.1.1: Deliver TOT to build professional capacity of regional and woreda land administration officials to register land rights; record land transfers; implement expropriation and compensation procedures; protect women's rights to land; resolve disputes; and ensure compliance with survey standards and methodologies.																	
i. Training modules developed																	
ii. Training modules reviewed and revised																	
iii. Training modules published and printed																	
iv. Training conducted																	
Task 2.1.2: Support development of regional land administration training centers and training materials																	
ACTIVITY 2.2: Deliver Trainings to Build Capacity to Develop Cost-Effective Land Use Planning Methodologies Incorporating the Use of CORS and GIS Technologies	Alehegn Dagnew LAUD/MoA, Regional LALU Bureaus/ Agencies																
Task 2.2.1. Training and institutional needs assessment of EMA to operationalize and maintain Ethiopia's existing CORS network																	
Task 2.2.2: Build capacity of the Ethiopian Mapping Agency (EMA) to use CORS to capture and disseminate spatial data.																	
i. Inventory of existing CORS stations conducted to determine capacity & operational status of each unit																	
ii. CORS network made functional by local consultant																	
iii. EMA staff trained on installation, configuration, maintenance of CORS & processing CORS data																	
iv. EMA staff trained to provide online positioning user service (OPUS)																	

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
v. Federal and regional land administration officials trained to use CORS/OPUS																	
Task 2.2.3: Develop a series of workshops/and training programs for Federal, regional and woreda-level LALU officials on best practices in development of land use plans using GIS technologies.	Alehegn Dagnew																
Sub-task 2.2.3.1: Delivery of trainings	Alehegn Dagnew																
i. Training delivered to federal and regional staff on participatory land use planning and GIS																	
ii. Training delivered to regional staff on preparing master land use plans																	
iii. Training delivered to federal staff on automated land evaluation system																	
iv. Conduct series of workshops for regional LALU officials on best practice in participatory land use plans.																	
v. Regional & Zonal staff received training on GIS & remote sensing																	
Task 2.2.4: Develop participatory and cost-effective land use planning methodologies for pastoral areas	Alehegn Dagnew LAUD/MoA, Regional LALU Bureaus/ Agencies																
i. Review existing methodologies and produce supplementary manual																	
ii. Refine and develop participatory methodologies																	
iii. Consultative workshop convened																	
Task 2.3.1: Develop course materials for regional training programs.	LAUD/MoA, Selected Universities																
Task 2.3.2: Regional training programs delivered.	Selected Universities Regional LALU Bureaus/ Agencies																
i. Land administration use committee trained																	
ii. Customary and religious leader and women representative trained																	
iii. Regional judges trained on statutory and customary law																	
Task 2.3.3: A series of workshops that bring formal sector judges, land administration committee members and traditional dispute resolvers together to discuss opportunities to strengthen ties between customary & formal legal systems in Ethiopia.	Abebe Mulatu - Medhanit																
i. Regional workshop on dispute resolution and ties b/n customary and statutory laws convened																	
ii. Community level workshop convened																	

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
iii. Training materials updated regularly to ensure inclusion of new and amended provisions in federal and regional LALU legislation																	
Task 2.3.4: Identify best options for incorporating customary law into jurisprudence and court practice (Pastoral areas)	Abebe Mulatu - Medhanit Adamu																
COMPONENT 3																	
ACTIVITY 3.1: Strengthen Capacity of Ethiopian Universities in Training Land Administration and Land Use Professionals	Solomon Bekure DCOP Alehegne Dagnew																
Task 3.1.1. Conduct market assessment of demand for land administration professionals and private surveyors, review university undergraduate and TVET training curricula and develop undergraduate and TVET training strategy and implementation plans	Michigan State University, LAUD/MoA, Abebe Mulatu, Alehegne Dagnew																
i. TOR for MSU's sub-contract developed																	
ii. Desk review of relevant materials completed																	
iii. Survey implementation plan developed and survey design completed																	
iv. Field work conducted, university curricula reviewed and analyzed																	
v. Summary of findings presented																	
vi. National workshop conducted																	
vii. Final report delivered																	
Task 3.1.2: Develop short course training programs for junior, mid-career, and private sector professionals.																	
i. TOR prepared																	
ii. Universities selected & MOU signed for designing and delivering																	
iii. Curriculum designed																	
iv. Prepare course materials prepared																	
v. First courses offered and then yearly thereafter																	
Task 3.1.3: Curriculum to offer certificate courses at one TVET in each region established																	
i. LAND experts participated in curriculum review workshop																	
ii. One TVET in each regional state selected to establish curriculum																	
iii. Assistance provided to offer land administration courses																	
ACTIVITY 3.2: Develop a University-Based Center to Engage in Rigorous Policy Analysis	Solomon Bekure, DCOP																
Task 3.2.1: Creation of a research center at a respected Ethiopian University to engage in rigorous policy analysis.	LAUD/MoA, Universities																
i. Scope of work for center produced																	

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
ii. University selected and MOU signed																	
iii. Center made operational to implement scope of work																	
ACTIVITY 3.3: Develop and Support Research on Causal Linkages among Land Tenure Security, Food Security, Economic Growth, and Natural Resources Management (NRM)	Solomon Bekure, DCOP																
Task 3.3.1: Competitive Grant Manual prepared and Grant Advisory Committee established.	CRGP Advisory Committee, LAUD/MoA																
i. Grant manual prepared																	
ii. National Grant Advisory Committee established																	
Task 3.3.2: Grant Advisory Committee selects grants proposals twice each year.																	
i. Call for Grant proposals Announced, bi-annually in following years, last call in 31 December 2016 (7 calls in total)																	
ii. Grant proposals vetted & awarded																	
iii. Grant awards are monitored over the life of the project																	
iv. Grant reports finalized and published over the life of the project																	
Task 3.3.3: Forums (Seminal, symposia, conference) conducted by the research center to encourage debate and dialogue on rural land issues and proceedings published.	CRGP Advisory Committee, Selected Center of Excellence																
i. TOR to establish forum developed																	
ii. Institution(s) that will organize the forum selected																	
iii. Forum (seminar, symposia, conference) conducted throughout life of the project																	
iv. Proceedings, policy briefs, etc. published throughout life of the project																	
Task 3.3.4: Repository of research data, reports & books on Ethiopian rural land tenure, property rights, women's and VGP property rights, rural land administration, LUP, and related subjects established and managed by the research center	CRGP Advisory Committee, Selected Center of Excellence																
i. TOR for repository developed																	
ii. MOU signed with research center																	
iii. Repository established & managed																	
COMPONENT 4																	
4.1. IDENTIFY AND SELECT SITE LOCATIONS WHERE LAND INTERVENTIONS WILL BE IMPLEMENTED AND IMPACTS WILL BE MEASURED BY THE ERC PROJECT	Dr Kelemework Tafere, Abebe Mulatu, Alehegne Dagnaw, Medhanit Adamu																
Task 4.1.1. Selection of potential community and site locations to be included in project interventions.																	

Component	Person Responsible/ Institution	FY15				FY16				FY17				FY18			
Activity/Task Deliverable		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Task 4.1.2. Prepare site profiles to assist determination of communities/sites eligible to be randomly selected for inclusion in LAND interventions.																	
Task 4.1.3. Final selection of pilot sites																	
4.2: ESTABLISH CLGEs AND CAPTURE LESSONS LEARNED ON MODELS DEVELOPED																	
Task 4.2.1: Undertake PIA Campaign and develop a community "How to Guides."																	
i. Community consulted on modalities for PIA																	
ii. PIA communication strategy designed																	
iii. PIA strategy implemented																	
Task 4.2.2: Develop a study identifying barriers, needs and opportunities associated with establishment of CLGEs.																	
Task 4.2.3. Support workshops that bring together government officials, community stakeholders and civil society to discuss challenges and opportunities to establishing CLGEs.																	
Task 4.2.4. Undertake international study tours. The first study tour will be conducted once the first pilot community has demonstrated full commitment to engage with LAND																	
Task 4.2.5. Develop models for establishing CLGEs.																	
Task 4.2.6. National conference on models for strengthening and protecting community rights to pastoral land in pastoral and agro-pastoral areas.																	
ACTIVITY 4.3: COMMUNITY LAND DEMARCATION, CERTIFICATION AND LAND USE PLANNING ACTIVITIES																	
Task 4.3.1: Participatory mapping of boundaries with selected communities locations																	
i. Boundary committee appointed																	
ii. Community boundary demarcated																	
Task 4.3.2: Participatory land use planning with selected communities																	
i. Participatory methodology developed																	
ii. Community land use committee appointed																	
iii. Deliver training to community and local government on land use planning																	
iv. Land use plans developed																	

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